

Department of the Army  
Pamphlet 11-31

Army Programs

# **Army Security Cooperation Handbook**

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Department of the Army  
Washington, DC  
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**UNCLASSIFIED**

# ***SUMMARY***

DA PAM 11-31

Army Security Cooperation Handbook

This new Department of the Army pamphlet, dated 5 March 2013--

- o Implements the Army security cooperation approach (throughout).
- o Details the Army security cooperation functions (throughout).
- o Implements the Army security cooperation planning, resourcing, execution, and evaluation (throughout).
- o Explains Army security cooperation programs procedures (throughout).

## Army Programs

# Army Security Cooperation Handbook

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By Order of the Secretary of the Army:

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**History.** This publication is a new Department of the Army pamphlet.

**Summary.** This pamphlet outlines how the Army, as part of a Joint force, will execute AR 11–31 consistent with current national and strategic direction.

**Applicability.** This pamphlet applies to the active Army, the Army National

Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. Also, it applies to other DOD military Services and agencies, DOD contractors, and all organizations authorized to receive Army published materials.

**Proponent and exception authority.**

The proponent of this pamphlet is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity

and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (G35–SSI), 400 Army Pentagon, Washington, DC 20310–0400.

**Distribution.** This pamphlet is available in electronic media only and is intended for command levels C, D, and E for the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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## **Glossary**

## **Chapter 1**

### **Introduction**

#### **1–1. Purpose**

This pamphlet describes how the Army supports achievement of geographic combatant command (GCC) and functional combatant command (FCC) campaign plan intermediate military objectives and strategic end states through security cooperation (SC) activities conducted by, with, or through theater Armies or functional Army service component commands (ASCCs). This pamphlet reviews Army SC roles and responsibilities; presents planning, resourcing, execution, and assessment methodologies for consideration; and provides other factual information important to Army SC planners.

#### **1–2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

#### **1–3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this pamphlet are explained in the glossary.

#### **1–4. Functions**

Responsibilities are outlined in AR 11–31.

## **Chapter 2**

### **Army Security Cooperation Overview**

#### **2–1. National and theater strategy and planning**

*a.* U.S. national defense and military security strategy provide the basis for the global, regional, and functional strategic end states specified in the Department of Defense (DOD) Guidance for Employment of the Force (GEF) and the Joint Strategic Capabilities Plan. For each strategic end state, combatant commands (COCOMs) must establish intermediate military objectives—goals the commands expect to achieve through their campaigns—as milestones to measure progress toward achieving directed end states. GCCs develop theater campaign plans and contingency plans to achieve those end states. FCCs develop global campaign plans focused on their functional areas. Department of the Army develops The Army Plan to provide the capabilities necessary to support those plans. ASCCs develop campaign support plans to support both by providing capabilities and conducting SC activities.

*b.* To support theater campaign plans, the GEF directs the Army to prepare a campaign support plan (referred to throughout as the Army Campaign Support Plan (ACSP)) that focuses its activities on achieving combatant commander (CCDR) campaign intermediate military objectives in the framework of ten security cooperation focus areas (SCFAs). The ACSP enables the Army to support the achievement of CCDR theater and functional campaign plan objectives as well as functional and global strategic end states, as specified in the GEF. To synchronize these efforts, the Army established an ACSP synchronization cycle that monitors activity planning, execution, resourcing, and capabilities development, resulting in the annual ACSP.

#### **2–2. Assumptions**

*a.* The Global Force Management Allocation Plan (GFMAP) will be the primary process for manpower sourcing of Army SC missions.

*b.* U.S. national security, defense, and military strategies will continue to emphasize engaging and building capabilities and capacity in partners.

#### **2–3. Ends**

By definition, SC activities conducted across all phases of military operations (O–V) build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to host nations. The Army conducts SC activities targeted on the CCDRs' campaign plan objectives to assist in achieving functional and geographic end states specified in the GEF.

#### **2–4. Ways**

Theater campaign plans, functional campaign plans and contingency plans specify the intermediate military objectives by which DOD will achieve GEF-directed strategic end states in any given theater. With regard to SC objectives, Army activities will address the following ten SCFAs from the GEF.

*a.* *Operational capacity/capability building.* Army SC activities will develop the ability of partner countries to defend against internal and external threats, contribute to coalition operations, and assist other countries to provide for

their security. Programs executed by the Army that support this SCFA include foreign military sales and support to the North Atlantic Treaty Organization (NATO) Training Mission-Afghanistan.

*b. Human capacity/human capital development.* Army SC activities will develop the ability of partner country civilians, officers, and non-commissioned officers as capable leaders that understand the proper role of the military in society, promote human rights, and respect the rule of law. Programs executed by the Army that support this SCFA include the Western Hemisphere Institute for Security Cooperation and the Army War College International Fellows Program.

*c. Institutional capacity/security sector reform.* Army SC activities will develop the ability of partner country headquarters and institutional support organizations to conduct threat analysis and strategic planning, administer defense finances, exercise internal oversight and enable public accountability, manage human resources, develop basic military capabilities, sustain military capabilities, and manage military justice and policies. Programs executed by the Army that support this SCFA include training and doctrine conferences and subject matter expert exchanges.

*d. Support to institutional capacity/civil-sector capacity building.* Army SC activities will support development of the ability of partner country civil sector organizations to provide services to their populations, respond to humanitarian disasters, and improve the living conditions of their populations. Programs executed by the Army that support this SCFA include the President's Emergency Plan for Advanced Immune Deficiency Syndrome (AIDS) Relief and the Army Global Civil-Military Emergency Preparedness Program.

*e. Combined operations capacity, interoperability, and standardization.* Army SC activities will develop the ability of partner countries to operate with U.S. and allied military forces across the warfighting functions (mission command, movement and maneuver, intelligence, fires, sustainment, and protection). Programs executed by the Army that support this SCFA include the NATO Military Committee Land Standardization Program and the American, British, Canadian, Australian and New Zealand (ABCA) Armies' Program.

*f. Operational access and global freedom of action.* Army SC activities will facilitate realignment of the U.S. defense posture, provide for the security of the global commons, and support contingency planning. Programs executed by the Army that support this SCFA include senior leader engagement programs, multinational exercises, and the Foreign Liaison Officer Program.

*g. Intelligence and information sharing.* Army SC activities will foster the development of information and intelligence sharing agreements, enable a common understanding of the threat environment, support information sharing on disaster response issues, and establish procedures necessary to prevent the compromise of sensitive information. Programs executed by the Army that support this SCFA include the Military Liaison Officers, the Center for Army Lessons Learned - International Engagements Program, and the Center for Military History International History Program.

*h. Assurance and regional confidence building.* Army SC activities will reduce the potential for interstate conflict, expand the community of like-minded states, build trust among states and international organizations, develop a common understanding of threats, and demonstrate U.S. resolve to fulfill defense commitments. Programs executed by the Army that support this SCFA include European security agreements and Weapons of Mass Destruction (WMD) Nonproliferation Agreement Implementation.

*i. International armaments cooperation.* Army SC activities will reduce acquisition costs while increasing and improving interoperability between U.S. and partner countries in developing, producing, and supporting weapon systems. Programs executed by the Army that support this SCFA include the International Cooperative Research, Development and Acquisition Program and international technology centers.

*j. International suasion and collaboration.* Army SC activities will develop positive political-military relationships, offset the influence of malign actors, counter illicit networks, and develop shared understanding of U.S. and partner country security policies. Programs executed by the Army that support this SCFA include the Chief of Staff, Army (CSA) Counterpart Visit Program, the Military Personnel Exchange Program (MPEP), and participation in the Joint military commissions.

## **2-5. Means**

Three categories of means support this strategy—(1) individuals and units, (2) capabilities, and (3) programs. Other resources (money, time, equipment, technology, information, and so forth) necessary to the employment of these means are inherent within each category. In general, ASCCs derive demands for these means from their campaign support plans and request them through processes that validate, prioritize, and direct their provision by Headquarters, Department of the Army (HQDA), Army commands (ACOM), and direct reporting units (DRU). The further in advance and the greater specificity with which ASCCs can articulate the requests, the more effectively and efficiently the Army can respond. In many cases, specificity will only gradually develop as needs mature. In those cases, broad estimates of forecasted needs to enable planning and programming, continuously refined over time as the requirement gains definition, are preferred to large amounts of specific detail made available only in the year of execution.

*a. Individuals and units.* Operating and generating forces provide individuals and units. The purpose and size of the SC effort will usually determine the more appropriate source for a particular activity.

(1) Individuals and both small and large units, requested and tasked through the Global Force Management (GFM)



process, adapted to specific missions, augmented by elements from the generating force that provide specialist expertise, and are prepared, available and regionally focused, are the primary instrument to meet SC requirements for individual, unit, and leader capacity-building and for large-scale assurance and confidence-building activities. Additionally, the National Guard Bureau State Partnership Program (SPP) provides Army National Guard (ARNG) forces for non-contingency exercises, engagement, and mission support. Army Training Information Management System (AR-TIMS), an ancillary sourcing process governed by AR 350-9, is discussed in paragraph 3-3e of this regulation.

(2) Individuals and small elements from the generating forces are generally the primary instruments used to meet SC requirements for institutional capacity-building and assisting other agencies to improve capacity of partner countries in areas other than those related to security forces and institutions.

*b. Capabilities.* Often, the Army can provide capabilities to partner countries at little expense. Access to information, technology, intelligence, communications, command and control, and other capabilities are made available by the generating force as the primary instrument to assure allies. Sometimes these capabilities are necessary to develop capacity at the institutional level. In some cases, capabilities may be provided to other agencies to support and enable them to execute their missions. Technological interaction with foreign partners can range from transfer of common technology to regional partners to sophisticated programs of mutual benefit with advanced partners. These capabilities requested in ASCC campaign support plans are diverse and normally require enactment of regulations, processes, or memoranda of agreement to govern their availability and employment.

*c. Programs.* Legislation provides SC authorities and resources for Army SC programs. Programs are resourced annually at consistent levels and distributed and accessed as necessary through processes unique to the program. Program support as used in this strategy is requested and reviewed on an annual basis consistent with the planning, programming, budgeting, and execution cycle. Army and DOD SC programs with which the Army is engaged are listed below and described in detail in Chapter 5 of this regulation.

- (1) Administrative and Professionals Exchange Program.
- (2) African Land Forces Summit.
- (3) American, British, Canadian, Australian and New Zealand Armies' Program.
- (4) Army Cyber Command Security Engagement.
- (5) Army Global Civil-Military Emergency Preparedness.
- (6) Army International Visitors Program.
- (7) Army Medical Department International Programs.
- (8) Army-to-Army Staff Talks.
- (9) Army War College International Fellows Program.
- (10) Border Commanders Conference.
- (11) Cadet Culture and Language Immersion Deployments.
- (12) Center for Army Lessons Learned - International Engagements.
- (13) Center for Military History International History Program.
- (14) Center for Military History International Intern Program.
- (15) Command and General Staff College International Fellows Program.
- (16) Conference of American Armies.
- (17) Conference of European Armies.
- (18) CSA Counterpart Visit Program.
- (19) Deputy Assistant Secretary of the Army for Research and Technology/Chief Scientist Forums.
- (20) Distinguished Foreign Visits.
- (21) Engineer and Scientist Exchange Program.
- (22) European Security Agreements.
- (23) Excess Defense Articles.
- (24) Foreign Area Officer In-Country Training.
- (25) Foreign Comparative Testing Program.
- (26) Foreign Liaison Officer Program.
- (27) Foreign Military Sales.
- (28) Foreign Technology Assessment Support Program.
- (29) Institutional Training/Education of Foreign Military and Selected Civilians.
- (30) International Cooperative Research, Development and Acquisition.
- (31) International Technology Centers.
- (32) Leases of Defense Articles (Section 61).
- (33) Loans of Defense Equipment (Section 65).
- (34) Military Personnel Exchange Program.
- (35) Multilateral Interoperability Program.
- (36) National Guard Bureau's State Partnership Program.

- (37) North Atlantic Treaty Organization Army Armaments Group.
- (38) North Atlantic Treaty Organization Military Committee Land Standardization Program.
- (39) President's Emergency Plan for AIDS Relief.
- (40) President's Malaria Initiative.
- (41) Reciprocal Unit Exchange Program.
- (42) Reserve Officer Foreign Exchange Program.
- (43) Security Cooperation Training Teams.
- (44) Senior National Representative (Army) Meetings.
- (45) Training and Doctrine Conferences.
- (46) Sergeants Major Academy International Fellows Program.
- (47) U.S. Military Academy Foreign Academy Exchange Program.
- (48) U.S. Military Academy International Cadet Program.
- (49) U.S. Military Academy International Program.
- (50) U.S. Army Corps of Engineers Interagency and International Services.
- (51) U.S. Army Schools of Other Nations Program.
- (52) Western Hemisphere Institute for Security Cooperation.
- (53) Weapons of Mass Destruction Nonproliferation Agreement Implementation.

## 2-6. Priorities

The GEF and the Joint Strategic Capabilities Plan establish DOD's priorities for partnerships with key countries and form the basis for the campaign planning priorities in the GCC theater campaign plan.

*a. Global core partners.* DOD will engage on a regular basis with global core partners who work collaboratively with or support the United States in multiple regions of the globe to achieve common ends, usually with the long view in mind.

*b. Critical partners.* Critical partners are those countries or organizations that directly receive U.S. SC resources (time, funding and effort).

*c. Key supporting partners.* These are the countries or organizations that assist a command in working with critical partnership countries or organizations to achieve one or more of the command's strategic end states.

*d. Actors of concern.* Country or non-state actors of concern pose a problem that directly affects a region; they may or may not be adversaries, but left unaddressed, they pose a clear potential threat to achieving U.S. Government (USG) strategic objectives.

*e. Resource prioritization.* The GEF directs the Services to balance their SC activities and investments between global core partnerships (that support multiple combatant commands) and critical partnerships (that support the achievement of specific GCC end states).

## 2-7. Principles

Five principles guide the execution of Army SC—

*a. Requirements-based.* Army SC activities will support theater, functional, Army institutional, or national objectives as stated in organizational plans or U.S. law. Theater objectives are stated in GCC theater, regional, and country planning documents (for example, Iraq country plan). Army institutional objectives are stated in The Army Plan and organizational strategic plans (for example, armament cooperation plan). Other national objectives may be supported as directed in U.S. law (for example, President's Emergency Plan for AIDS Relief).

*b. Accountable.* Army SC activities conducted by ASCCs will be entered into the respective CCDR's Theater Security Cooperation Management Information System (TSCMIS). Generating force units will enter their SC activities into the Army Global Outlook System (ARGOS).

*c. Long-term.* Army SC activities will be planned into the Future Year's Defense Program, understanding that resources, regional developments, and relationships may require changes. Long-term planning is necessary to ensure funding is available through the planning, programming, budgeting, and execution process, and forces are available through the GFM process. Long-term planning also facilitates USG interagency and international coordination.

*d. Coordinated.* Army SC activities will be conducted by, with, or through the theater armies (TAs). SC activities conducted by TAs will support COCOM plans. Functional ASCC, ACOM, and DRU SC activities supporting COCOM objectives will be coordinated with that COCOM's TA, ensuring the TA concurs with that activity. ACOM and DRU SC activities supporting institutional objectives will be coordinated through the TA of the COCOM responsible for the theater in which the activity will occur, ensuring the COCOM's situational awareness of the activity. Disagreements between the TAs and ACOMs or DRUs regarding the Army SC activities will be raised to the Army Chief of Staff through the Director, G-3/5, HQDA for arbitration.

*e. Defined.* Army SC activities will have clearly defined objectives in scope and time which support the respective

COCOM campaign plan that builds partner capacity, assures allies, and deters adversaries, as well as maintain access and relationships.

## 2–8. Synchronization cycle

The Army SC synchronization cycle is a four phase sequence derived from the planning process in ADP 5–0. However, as described in detail in the ACSP, and as shown below in figure 2–1, the ACSP process is characterized more definitively in terms of the actual outcomes achieved during each phase.

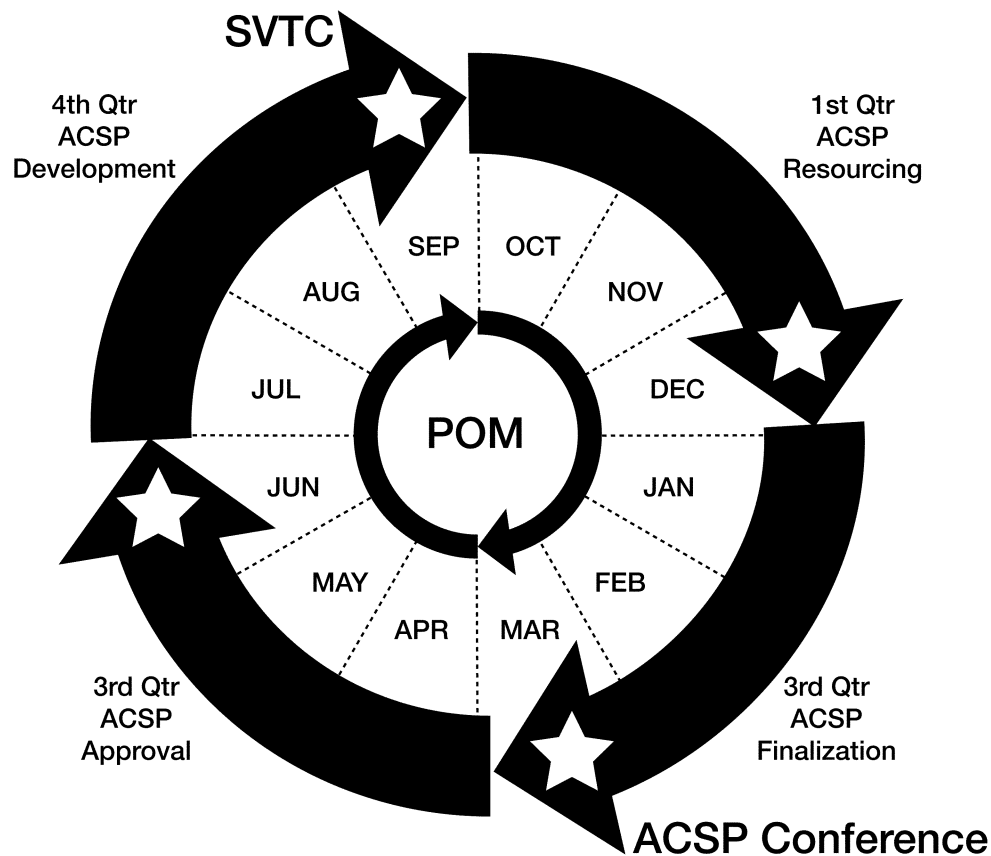


Figure 2–1. Army SC synchronization cycle

## 2–9. Risk

*a. Strategic risk.* Security cooperation activities conducted in one country can have an effect on the regional and global security environment. SC can complicate relationships with other regional partners, especially when there is tension between states within a region. Commanders and staff should be aware of the possible strategic risks of SC to inform decision makers and to mitigate the risk where possible. This could affect the planning and execution of SC in both countries.

*b. Operational risks.* Operational risks are those associated with the Army's ability to execute strategy successfully within acceptable human, materiel, financial, and strategic costs. Consideration of operational risk requires assessing the Army's ability to execute current, planned, and contingency operations in the near term. Key issues that pose risk to Army SC activities in the near term include limited security force assistance authority, limited ability to work with non-Ministry of Defense forces, and partner country will.

(1) *Security force assistance.* Most USG authority to carry out security force assistance resides with the Department of State (DOS) through Title 22, United States Code (22 USC). Army forces may be used to execute training missions at the direction of higher authority, but outside of exceptional circumstances, the Army cannot train or equip partner country forces at its own discretion. The Army can mitigate this risk through long-term planning and integration of 10

USC SC activities with partner countries' capacity- and capability-building efforts (which may include the purchase of training and/or equipment through USG SA programs).

(2) *Work with non-Ministry of Defense forces.* Authority to conduct SC activities with non-Ministry of Defense forces is limited. As a result, the Army may not be able to address transnational threats that pose the primary threat in a country and may be the mission of partner country law enforcement authorities. The Army can mitigate this risk by coordinating through the GCC's Joint Interagency Coordination Group or its equivalent to ensure other USG agencies with the necessary authority are addressing these security concerns.

(3) *Partner country will.* Some partners may not have the political will to employ the capabilities the USG would like to develop to address mutual security concerns. Army SC-provided capabilities could even be employed in manners that are antithetical to U.S. foreign policy goals. While our ability to predict the future course of international affairs is limited, the Army can mitigate this risk by conducting a thorough mission analysis of our SC plans that takes into account national and regional security concerns and possible secondary and tertiary effects.

c. *Force management risks.* Future challenges risks are those associated with the Army's ability to recruit, retain, train, educate, and equip the all-volunteer force, and to sustain its readiness and morale. This requires the Army to examine its ability to provide trained and ready active component (AC) and reserve component (RC) personnel in the near term, midterm, and long term. Key issues in Army SC force management center on training and providing sufficient key specialties, enabling capabilities, and conventional forces.

(1) *Key specialties.* The Army may not have sufficient numbers of key specialties to effectively and efficiently plan and execute our SC activities. In addition, current training programs may not provide the requisite skills to support DOD SC efforts to best effect. Of particular importance are the Army's foreign area officers (FAOs), strategists, civilian international affairs specialists, and civil affairs Soldiers. The Army will mitigate this by reviewing these programs under lines of effort (LOE) in the Army Campaign Plan and the ACSP as well as by developing how to tools like this publication.

(2) *Enabling capabilities.* The requirement to support activities aimed at developing partner country institutional capabilities may exceed the Army's capacity. Medical, engineering, professional military education and explosive ordnance disposal capabilities are in particular demand. This risk is particularly important given the Army's own support requirements. The Army can mitigate this risk through long-term SC planning that identifies requirements so that these resources can be prioritized and allocated appropriately.

(3) *Conventional forces.* The Army will provide trained and ready AC and RC conventional forces to the GCCs to meet validated SC requirements through the conventional forces process. Army planners will match units, teams, and individuals to requirements based on modified table of organization and equipment mission sets, military occupational specialties, and/or civilian specialties. Whenever possible, a tailored conventional force, usually organized as a modular brigade, will be designated for regional alignment early in the Army Force Generation (ARFORGEN) process to meet theater SC mission requirements in the available pool. Generating force assets, Army National Guard, Army Reserve, and civil affairs units or personnel with additional capabilities will augment the regionally aligned brigade, if required for specific SC missions. The regionally aligned brigade will retain decisive action operations—offense, defense, and stability operations overseas, or defense support to civil authorities operations in the United States—capability and remain available for worldwide emerging and near term requirements.

d. *Institutional risks.* Institutional risks are those associated with the capacity of Army management and business practices to plan for, enable, and support the execution of SC missions. It encompasses the ability to develop effective and efficient organizations and processes over the near term, midterm, and long term. Key issues that pose Army SC institutional risk include planning, resourcing, and evaluation processes; ASCC staff support; and lessons learned.

(1) *Planning, resourcing, and assessment processes.* Beyond the doctrine found in FM 3-22, no official doctrine exists at the Army or Joint level to facilitate planning, resourcing, and assessing SC activities. These processes and their associated timelines vary among theaters, complicating Army efforts to synchronize across ASCCs, ACOMs, and DRUs. The lack of SC doctrine risks the efficiency and effectiveness of SC activities. These process issues are currently under review by the Office of the Secretary of Defense (OSD) SC Reform Task Force, with expected outcomes to include resolution of the process timelines. In the interim, ASCCs, ACOMs, and DRUs will comply with the timelines established in AR 11-31 and the ACSP, so as to best manage these disjunctions.

(2) *Army service component command staff support.* Increasing requirements are straining the capacity of ASCC staffs to plan and monitor SC activities. Combined with the need for additional doctrine and shortages in SC specialists, ASCC staff constraints limit their ability to provide subject matter expertise to their COCOMs in the development of partner country land forces in their theaters. The Army will mitigate this risk by reviewing SC staffing allowances under the respective ASCC modified tables of organization and equipment during total Army analysis.

(3) *Lessons learned.* No focused effort currently exists to collect SC lessons learned. This is a particularly important risk given the difficulty of many GCC end states and objectives, their importance to U.S. foreign policy, and the character of the global security environment. The lack of a SC lessons learned process degrades the Army's ability to learn from previous experience, risking resources and relationships. The Army will mitigate this risk through the efforts of the Center for Army Lessons Learned.

e. *Future challenges risks.* Future challenges risks are those associated with the capacity of the Army to execute

future missions successfully and to hedge against shocks. Key future challenges risks for Army SC include possible reductions in resources; the volatile, uncertain, complex, and ambiguous international security environment; and the increasingly reduced capacity of global core partners

(1) *Possible reductions in security cooperation resources.* U.S. Government resource constraints may reduce the amount of funding and forces available for SC. Even if the resource environment were less constrained, the Army needs to function as a good steward of U.S. taxpayer resources. These considerations may result in the cutoff of SC funding for certain activities, if their value cannot be clearly demonstrated. The Army can mitigate this risk through comprehensive SC planning that incorporates regular, objective evaluation of the progress of Army SC activities in achieving DOD objectives.

(2) *Volatile, uncertain, complex, and ambiguous international security environment.* The end of the Cold War, the events of 11 September 2001, and the “Arab Spring” testify to the volatile, uncertain, complex, and ambiguous nature of the international environment and our inability to predict changes that may impact on Army SC planning and activities. While this risk is unavoidable, it does not excuse Army planners from doing the long term SC planning required to achieve most GCC end states. The Army can mitigate the effect of the volatile, uncertain, complex, and ambiguous international security environment by maintaining robust systems for monitoring and assessing regional and global developments and by building flexibility into SC planning.

(3) *Increasingly reduced capacity of global core partners.* Many traditional allies of the U.S. have reduced the capacity of their armed forces, in some cases quite severely. As a result, they may not be able to resource their own SC activities to the levels of years past. These reductions, combined with U.S. resource constraints, have the potential to create gaps in U.S. and allied nation coverage of critical partner countries. Mitigating this risk requires the Army to work with allies as never before to understand each other’s efforts and coordinate them for optimal effect.

## **Chapter 3**

### **Security Cooperation Planning**

#### **3–1. AR 11–31 planning requirements**

AR 11–31 directs planning actions and timelines with which all organizations must comply.

#### **3–2. Theater Army country security plans**

Theater Army country planners should conduct country planning in accordance with the fundamentals and processes described in FM 5–0 and guidance from the GCC they support. The following considerations are intended to assist ASCC country planners in using FM 5–0 to develop ASCC country plans:

*a. Department of Defense security cooperation planning.* The campaign planning construct introduced in the GEF is based upon the premise that the most effective way to maintain stability and security in this strategic environment is to assume a proactive, deliberate approach that emphasizes preventing conflict and, should shaping and deterrence fail, enhancing interoperability with international partners so that coalition operational objectives can be achieved as quickly as possible. The GEF identifies global end states and partners, as well as theater and functional end states and partners, which contribute to achieving U.S. national security objectives. To support these end states, the GEF directs CCDRs to develop theater campaign plans or functional campaign plans focused on the COCOM’s steady-state and foundational activities, which include ongoing operations, SC, and other shaping or preventive activities. To support these campaign plans, the GEF directs the military departments (MILDEPs) to prepare campaign support plans that focus on activities conducted to support the execution of functional campaign plans and theater campaign plans that directly contribute to campaign end states. The prepared campaign support plans are required to include activities, resources, and levels-of-effort that contribute to end states, such as military engagement with partner countries; posture initiatives; SC policies, roles, and responsibilities; missile defense-related engagement and SC; and links to Service component plans. In creating their prepared campaign support plans, the MILDEPs are to use TSCMIS-based software to account for their SC activities.

*b. Geographic combatant command country plans.* GCCs have the primary responsibility for developing country plans. While the processes and contents for country plans vary across GCCs, they all focus on establishing country objectives that support the specific theater campaign plan and associated subordinate regional campaign plans and functional campaign plans (see table 3–1). Those objectives are often stated as broad goals linked to the DOD SC focus areas found in the GEF (see table 3–2). Depending on the GCC, objectives may be stated as objectives, lines of effort (LOE), end states, or key tasks. Regardless of the term used, they express the key effect or outcome that the GCC seeks to achieve in a given country.

**Table 3–1****Typical geographic combatant command country plan contents**


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•Purpose	•Risk
•Situation	•Constraints and restraints
•Assumptions	•Concept of operations
•Mission	•Interagency

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**Table 3–2****Guidance for employment of force security cooperation focus areas**

- 
- Capacity building
    - Operational capacity and capability building
    - Human capacity and/or human capital development
    - Institutional capacity and/or security sector reform
    - Support to institutional capacity and/or civil-sector capacity building
    - Combined operations capacity, interoperability, and standardization
  - Facilitating access and relationships
    - Operational Access and Global Freedom of Action (U.S. Defense Posture)
    - Intelligence and information sharing
    - Assurance and regional confidence building
    - International armaments cooperation
    - International suasion and collaboration
- 

*c. Theater Army country support plans.* Country plans should identify the GCC objectives and the supporting Army lines of activity, tasks, subtasks, activities, and resources required to support those objectives over time. Country plans should be developed with situational understanding of the whole of government effort in a partner country and the end plan should be supportive of regional goals and overall U.S. policy.

(1) *Mission analysis.* Theater Armies should coordinate with their GCC to determine the objectives for which the ASCC has primary and supporting responsibilities. Those responsibilities should be specified in a GCC task order or other directive document that can be used as the authoritative basis for resourcing. Those objectives are the basis of the ASCC country plan.

(a) *Planning considerations.* SC planners should attempt to understand each objective from such authoritative sources as multinational standardization agreements, partner country doctrine, or U.S. Army doctrine, depending on the agreed standard for achieving the intended effect or capability. Against these requirements, SC planners must assess partner country doctrine, organization, training, material, leadership, education, personnel, and facilities related to the objective through home station research and in-country visits. U.S. Embassy cables, civil affairs assessments, and intelligence community reports can be valuable resources to support this assessment. Finally, mission analysis must take into account applicable U.S. policy, available SC resources, time considerations, regional political-military circumstances, and the SC efforts of other countries with the partner country. The GCC country plan, Embassy mission strategic and resource plan, GCC theater strategy, and GCC theater campaign plan are important references in this analysis. ASCCs should coordinate a process whereby GCC planners and country team officials review and concur with the ASCC's assessment of needs.

(b) *Resources.* SC resources are a key consideration in country plan mission analysis. Usually, theater Armies must coordinate with their GCC for funding with the authority to support capacity building activities that train, equip, and build infrastructure. Chapter 4 describes the SC resource request processes. Chapter 5 describes U.S. Army SC programs. Appendix C describes U.S. SC authorities, including those that train, equip, and build infrastructure, to assist in understanding SC resources that can be requested to support GCC country objectives.

(c) *Courses of action.* ASCC country plan mission analysis should inform the development of courses of action for supporting the GCC country objectives for which the ASCC is responsible. Courses of action can vary based on tasks and activities that will be executed to achieve the objective. For example, one course of action to support a GCC objective to develop the capacity and capability of a counterterrorism battalion might focus on training conducted through a security assistance case. Another course of action, where such funding for training is not available, might focus on a broad range of mutually supporting mil-to-mil familiarization events conducted over a longer span of time.

(2) *Lines of effort.* GCC country objectives are often very broad. Defining those objectives in terms of supporting LOE helps the SC planner organize SC activities by subordinate functions. For example, to support a GCC objective to build the capacity and capability of a partner country's land forces, the SC planner might establish LOE focused on the Army warfighting functions (movement and maneuver, fires, protection, intelligence, mission command, and sustainment). Assisting a partner country to develop a professional military education system might be organized by LOE

focused on noncommissioned, company grade, and field grade officer development. Depending on the scope of the objective, LOE could conceivably be broken down into subordinate LOE.

(3) *Tasks*. To support each LOE, Army SC planners should develop tasks that address the required doctrine, organization, training, material, leadership, education, personnel, and facilities capabilities. While task definition will vary across ASCCs, SC planners should seek to define tasks in terms that are specific, measurable, attainable, realistic, and time-bound.

(a) *Specific*. To facilitate understanding the task and linking it to SC programs, tasks should be stated in the same terms typically used to describe the authorities of SC programs (for example, provide training, provide education). The Army SC program descriptions in chapter 5 of this publication and the DOD SC program descriptions in the OSD Partnership Strategy Security Cooperation Toolkit, use the terms in table 3–3 to facilitate this linkage. ASCC SC LOE should retain the purpose of the objective identified in the GCC SC objectives they support.

**Table 3–3**  
**Security cooperation programs task terminology**

•Provide training (Train)	•Provide and/or share information
•Provide education (Educate)	•Exchange personnel
•Conduct a multilateral conference	•Provide supplies (Supply)
•Provide equipment (Equip)	•Conduct mil-to-mil activity (Familiarize)
•Conduct a multilateral exercise	•Conduct research and development
•Provide construction (build)	•Conduct an assessment (assess)

(b) *Measurable*. Tasks should facilitate the development of measures of performance (MOP) and measures of effectiveness (MOE). A MOP is a criterion used to assess friendly actions tied to measuring task accomplishment. A MOE is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. More information about SC MOP and MOE are available in chapter 6 of this publication.

(c) *Achievable*. Tasks should take into account the constraints and restraints of both the U.S. and the partner country. A constraint is a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. An example SC constraint might be to conduct training in accordance with an Army, partner country, or multinational standard procedure. A restraint is a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action.

(d) *Realistic*. Tasks should be supportable with resources that are available or can be coordinated through the GCC.

(e) *Time-bound*. Tasks should state the time frame by which the effect is to be achieved.

(4) *Activities*. Activities support the execution of each task. Activity planning requires identification of the participants, contents, date, location, objectives, and resources associated with the activity for coordination with the participants and country team and entry into the GCC TSCMIS (see table 3–4 in this publication). Planners should develop activities two years out so they may be included in the mission strategic and resource plan of the countries participating in the activity.

**Table 3–4**  
**Theater Security Cooperation Management Information System activity fields**

•Title	•Fiscal year	•Status
•Description	•Fiscal quarter	•Personnel
•Country (ies)	•Start deploy	•Resources
•Subtype	•Start event	•Milestones
•Category	•End event	•Admin
•Point of Contact	•End deploy	•Evaluations

(5) *Conclusion*. ASCC country plans might also include milestones that measure progress towards that objective and such other elements that are necessary to understand the concept of operation. Once approved by the GCC, ASCC country plans should be included in the SC annex of the ASCC’s theater campaign support plan and provided to the Army Staff for inclusion in the ACSP.

### 3–3. Security cooperation management information systems

a. Use of these systems is mandated in the GEF, the ACSP, and in AR 11–31. Per AR 11–31, TSCMIS and ARGOS are the systems of record for SC activities, enabling SC managers to understand SC demand, execution, and

effectiveness. Individual organizations may require SC and SC-related data be entered into additional systems, such as ARTIMS, but this will be in addition to, and not in lieu of, TSCMIS and ARGOS.

*b.* Benefits of proper use of TSCMIS and ARGOS include, but are not limited to, overall situational awareness of the SC enterprise, aid in deconfliction of similar/repetitive activities, resource management, and capabilities generation. Once SC activities are proposed, the lead coordinating organization responsible for each activity will enter it into their respective TSCMIS or, in the case of institutional Army organizations, into ARGOS. Theater Armies will enter their SC activities in the TSCMIS of their supported GCC in accordance with their GCC's policies. HQDA, ACOMs, and DRUs will enter their SC activities in ARGOS in accordance with the requirements established in AR 11–31. Functional ASCCs will enter events in either the supported GCC TSCMIS or the FCC TSCMIS in accordance with policy established by the FCC.

*c.* ARGOS resides on the secure Internet protocol router (SIPR) network. Access to view ARGOS data is not restricted and a read-only capability can be accessed at <https://www.hqda-g3.army.smil.mil/ARGOS/Portals/DAMO-SSI/Default.asp?tab=2>. Access to enter SC activities into ARGOS is restricted; permission and training for entering SC activities in ARGOS is available through the ARGOS support team email address at [ARGOS.HQDADCSG-3/5/7@HQDA-S.Army.smil/](mailto:ARGOS.HQDADCSG-3/5/7@HQDA-S.Army.smil/). The support team can provide SC activity managers who have very limited access to SIPR with access to a NIPR data entry portal, the data from which the support team migrates to SIPR weekly.

*d.* AR 11–31 requires that planned Army SC activities be entered into TSCMIS or ARGOS two years beyond the current fiscal year (FY) to facilitate resourcing. However, details about an SC activity may change between an SC activity's initial entry and its execution. ARGOS and TSCMIS support this requirement for flexibility by allowing an activity manager to change or add detail to an activity as the situation develops. Activities that are cancelled should be annotated as such, rather than deleted, particularly where cancellation occurred due to a shortage of funding or forces, to enable SC managers to identify resourcing issues. Specific remarks addressing such cancellation should be entered into the free text comments box on the Evaluation tab for use by HQDA (see para 6–5 of this publication).

*e.* ASCCs and other Army organizations requesting RC or ARNG forces for non-contingency exercises, engagement, and mission support use ARTIMS. AR 350–9, applicable to RC and ARNG forces, governs the use of ARTIMS. ARTIMS will not be used in lieu of TSCMIS or ARGOS.

*f.* ARTIMS is the authorized system for ASCCs to seek units and/or capabilities for ASCC/GCC sponsored events which have collective mission-essential task list relevant training value for the participants. It is an “ask” system. Army SC planners can employ requested RC capabilities in Joint Exercise Program or GCC Initiative funded events. For Joint Exercise Program exercises, the Joint Training Information Management System entry is mirrored in ARTIMS, so Army National Guard units and Army Reserve units can fully view opportunities and work through man-day as well as movement funding issues in a documented forum. ARTIMS is never the place to request staff augmentation, individual augmentation, or observer/controllers.

## **Chapter 4**

### **Security Cooperation Resourcing**

#### **4–1. AR 11–31 security cooperation resourcing requirements**

AR 11–31 specifies resourcing requirements with which all organizations must comply.

#### **4–2. Security cooperation resourcing overview**

DOD and CCDR SC guidance and plans provide the basis for generating Army SC-related resource requirements. CCDRs develop their theater campaign plan, functional campaign plan, and country plan objectives based on the GEF end states. ASCCs, ACOMs and DRUs develop campaign support plans that satisfy CCDR SC objectives using the process described in chapter 3 in this publication. Each activity creates a resource demand.

#### **4–3. Security cooperation funding resourcing**

ASCCs, ACOMs, and DRUs will develop funding requirements based on country plans and their institutional objectives developed to support the GCC country objectives that they have been tasked or coordinated to support. Those funding requirements should be submitted through the appropriate management decision package managers at HQDA or their GCC, depending on the requested funding. To facilitate validation and prioritization of requirements, ASCCs, ACOMs, and DRUs should (1) link each activity to the GCC country plan objective or FCC objective and end state it supports; (2) link each activity to a GEF SC focus area; and (3) plan LOE into the Future Years Defense Program. The following methodology can assist SC planners in justifying SC activity requirements:

- a.* Prioritize funding requirements and explain why priorities may be different from the previous year's submission.
- b.* Link activities to COCOM or Army strategy and guidance and explain why requirements may be different from COCOM or Army strategy or guidance.
- c.* Identify requirements for validation with and without funding using a format similar to the ACSP SC Activity



Resourcing Matrix (see fig 4–1 in this publication). Validated requirements have been analyzed and accepted by the command as necessary to meet leadership’s guidance and/or priorities using the integrated priority list with appropriate risk. A separate worksheet is required for each program objective memorandum year. Place requirements in appropriate category/level column, that is, funded level, critical requirements level and validated requirements level.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			(9)	
Activity	Engagement Category	Engagement Sub-Category	GEF End State#	TCP OBJ#	CCP OBJ#	GEF Focus Area	FY XX				
							Funding			Forces	
							\$ (K)	MDEP	APPN	#	Type
Requested Requirements											
Req'ts (CDR or MDEP managers) that describe and identify resource elements for a program or initiative											
Validated Requirements											
Req'ts analyzed/accepted by CMD as necessary to meet leadership guidance/priorities (appropriate risk)											
Critical Requirements Level (Essential Needs) (Mission Essential)											
Funding Level											
Req'ts analyzed by CMD and determined to be a minimum level required to execute the program											

**Figure 4–1. Security cooperation Activity Resourcing Matrix**

d. Prioritize requirements at each level. Be sure to distinguish among requested, validated, critical and funded level requirements (see fig 4–1 in this publication). The funding level should never be the same for all categories.

e. Specifically identify the impact if the requirements or any components of the program are not validated and/or resourced at the requested level. Coordinate management decision package program requirements and funding impacts with COCOM POCs for situational awareness, as determined by the higher headquarters.

f. Focus on what can be accomplished within allocated resources to achieve DOD, CCDR and Army objectives.

g. Identify critical requirements and program offsets to minimize having a bill in the year resources are required, that is, year of execution.

h. Ensure new requirements presented to the management decision package manager are accompanied by a corresponding decrease in requirements for programs of lesser importance.

i. Justify requirements with appropriate white/information papers, authorizations, research/results of studies pertaining to developing a specific program (cite research) and any other supporting documents.

j. Develop a cost to make tradeoffs based on well-defined and demonstrated value cost benefit analysis. A cost benefit analysis is defined as a structured methodology for forecasting and comparing the anticipated costs and benefits of alternative courses of action in order to identify the most effective manner of achieving a stated goal or objective. A cost benefit analysis will address, as a minimum, such questions as— What does the organization want to do? How much will it cost? What does the organization expect to gain from its investment? How will the organization pay for its investment, for example, who are the bill payers?

k. Ensure cost benefit analyses are prepared in accordance with the cost benefit analysis guidance outlined in HQDA Memo, 30 December 2009, Subject Cost-Benefit Analysis to Support Army Enterprise Decision Making. See cost benefit analysis guidance at <http://asafm.army.mil/offices/ce/cbaWT.aspx?OfficeCode=1400/>. When performing a cost benefit analysis, use the following funding levels to assess the program: 100 percent, 75 percent, 65 percent, or 50 percent. Explain the impact each funding level will have on the end state of the program.



- (b) The JFP develops recommended global sourcing solutions for each force capability requirement.
- (c) The JFP formally staffs its recommended sourcing solutions to the CCDRs and the Services.
- (d) The JFP provides the RFR to the Joint Staff with its recommended sourcing solution.
- (e) The Global Force Management Board (GFMB) reviews and recommends sourcing solutions to the SECDEF for approval.

- (f) The Joint Staff publishes the GFMAP, after sourcing solutions are approved by the SECDEF. Typically, the GFMAP is released during the 1st quarter of the current FY. The Army executes mobilization and deployment orders for both the AC and RC.

(3) The Army is testing an RFR concept, the regionally aligned brigade, in FY2013. The regionally aligned brigade could become the alternative force pool to allocate forces for ASCC SC activities. It would provide predictability to ASCCs for resourcing SC activities in support of the GCC theater campaign plan. A regionally aligned brigade is a brigade identified to support SC missions in a Phase 0 (shape) permissive environment. The brigade maintains proficiency in decisive action operations (offense, defense, stability, and defense support to civil authorities operations) while it executes SC mission and activities. In most cases, a regionally aligned brigade is an active component brigade with RC, institutional Army, and individual augmentation. Regionally aligned brigades, partnered with RC and civil affairs enablers, will provide the needed depth for ASCCs to accomplish multiple, small-scale SC activities simultaneously.

*c. Request for forces process.* The RFF process supports sourcing CCDR requests for capabilities and forces in support of emerging or crisis-based requirements.

- (1) ASCC will submit RFF/Request for Capabilities to support emerging- or crisis-based operational requirements to the theater CCDR. CCDR will validate requirement(s) and subsequently submit them to the Joint Staff. Since these requirements support emerging or crisis-based requirements, the Joint Staff accepts submissions throughout the year.

- (2) The Chairman of the Joint Chiefs of Staff validates the requirement.

- (3) The Joint Staff assesses the capabilities and forces requested, assigns sourcing and prioritization guidance, and forwards the RFF/Request for Capabilities to the designated JFP for sourcing.

- (4) The JFP develops recommended global sourcing solutions.

- (5) The JFP develops a draft deployment order for final coordination with Services, defense agencies and CCDRs through the CCDR's assigned Service component commands.

- (6) The JFP provides to the Joint Staff the draft deployment order for staffing.

- (7) Joint Staff publishes the deployment order after approval by SECDEF.

*d. Institutional support requirements process.* ASCCs that require operating forces to conduct activities not covered in the aforementioned processes submit their requirements through FORSCOM G-3 to the Deputy Chief of Staff (DCS), G-3/5/7 for validation and into the Army's prioritization documents. The Army established these processes to ensure the Army minimizes operational risks to units and increases the readiness of units preparing to support war fighting requirements. The process steps are—

- (1) ASCCs, ACOMS, DRUs, and FOAs submit all institutional support requirements to FORSCOM G-3/5/7 using the Force Requirements Console of the ARFORGEN Synch Tool for validation and sourcing. The FORSCOM ARFORGEN Branch group e-mail address to which questions concerning this process can be sent is [g35.arforgen@forcel.army.smil.mil](mailto:g35.arforgen@forcel.army.smil.mil).

- (2) FORSCOM forwards requirements to DCS, G-3/5/7 for validation.

- (3) Requirements are validated by the HQDA, ARFORGEN General Officer Steering Committee and sent to FORSCOM for sourcing. Requirements are collected and validated quarterly.

## Chapter 5

### Security Cooperation Execution

#### 5-1. AR 11-31 security cooperation execution requirements

AR 11-31 specifies execution requirements with which all organizations must comply.

#### 5-2. Army security cooperation programs

Descriptions of Army and DOD SC programs with which Army is engaged are listed below in alphabetical order. These program descriptions are also available through the OSD Partnership Strategy Security Cooperation Toolkit at <https://policyapps.osd.mil/sites/sctools/Pages/default.aspx>. To gain access to the Toolkit, send a request to [SCToolsAdministrator@osd.mil](mailto:SCToolsAdministrator@osd.mil). Include last name, first name, rank, organization, position, and the Electronic Data Interchange Personal Identifier number of your common access card. Army SC programs are described by six issue headings and numerous subordinate descriptors.

- a. Program description.*

- (1) Title.

- (2) Summary.
- (3) Geographic restrictions.
- (4) Executing forces. General purpose; special operating; civilian; nongovernmental.
- (5) Partner nation agencies. Foreign affairs; defense; interior; emergency services.
- (6) Organizations. African Union; European Union; NATO; United Nations; Economic Community of West African States; Major non-NATO ally; Organization for Security and Cooperation in Europe.
- b. Funding.*
  - (1) Authority.
  - (2) Funding source. National funds; reimbursable; grant; loan.
  - (3) Appropriation.
  - (4) Management decision package.
  - (5) Program.
- c. Tasks.* Provide training; conduct a multinational exercise; provide supplies; provide education; provide construction; conduct mil-to-mil activity; conduct a multinational conference; provide/share information; conduct research and development; provide equipment; exchange personnel.
- d. Purposes.* Counter terrorism; disaster relief; stabilization & reconstruction; missile defense; coalition operations; counter narcotics; research & development; interoperability; port security; de-mining; counter WMD; maritime security; humanitarian assistance; counter insurgency; law enforcement; intelligence; defense institution building; peacekeeping.
- e. Security cooperation focus areas.* Operational capacity building; intelligence/information sharing; human capacity/human capital development; assurance/regional confidence building; institutional capacity/human capital development; international armaments cooperation; institutional capacity/security sector reform; international suasion & collaboration; combined operations capacity, interoperability, standardization; operational access/global freedom of action
- f. Contact information.* Army command; Directorate; Program office; Phone number; Web site.

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**Table 5–1**  
**Administrative and Professionals Exchange Program**

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**Title:** Administrative and Professionals Exchange Program

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**Summary:** The Administrative and Professional Personnel Exchange Program outlined in AR 70-41 is a professional development program which promotes multinational force compatibility and international cooperative research, development and acquisition by exchanging Army career and civilian professionals in fields such as admin, logistics, finance, legal, planning and quality assurance. A master memorandum of understanding (MOU) is required prior to the U.S. or international partners submitting resumes for placement. Currently, there are MOUs with Australia and Germany.

**Geographic restrictions:** none, but requires a master MOU

**Executing forces:** civilian

**Partner nation agencies:** Defense.

**Funding authority:** 10 USC, Section 1082 of Public Law 104-201 (National Defense Authorization Act (NDAA) FY 1997).

**Funding source:** national funds

**Tasks:** exchange personnel

**Purpose:** research and development

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** Deputy Assistant Secretary of the Army, Defense Exports and Cooperation (DASA (DE&C))

**Directorate:** Armaments Cooperation

**Phone number:** 703-545-0713

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**Table 5–2**  
**African Land Forces Summit**

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**Title:** African Land Forces Summit 2012

**Summary:** The African Land Forces Summit is a premier engagement opportunity that brings together land forces chiefs of staff from African nations and military leadership from the U.S. Army to discuss African Security Challenges. The African Land Forces Summit lays the foundation for additional events, such as the African Strategic Conference and the Pre-Theater Security Cooperation Conference, affording DOD and HQDA an opportunity to enhance Theater Security Cooperation engagement plans as directed by the Theater Campaign Plan and Theater Posture Plan. Commander United States Army Africa is the Officer Scheduling the Exercise, and the Officer Conducting the Exercise.

**Geographic restrictions:**N/A

**Executing forces:** general purpose

**Partner nation agencies:** Defense.

**Funding authority:** 10 USC

**Funding source:** national funds

**Appropriation:** 21 2 2020

**Tasks:** Conduct a Multinational Conference; Provide/Share Information

**Purpose:** Defense Institution Building

**Security cooperation focus area:** Institutional Capacity/Human Capital Development

**Contact information:**

**Army command:** U.S. Army Africa

**Directorate:** G–3 exercises

**Phone number:** DSN (312) 635–4532

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**Table 5–3****American, British, Canadian, Australian and New Zealand Armies' Program**

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**Title:** American, British, Canadian, Australian and New Zealand Armies' Program

**Summary:** ABCA is a product-focused organization founded on deliberate analysis of interoperability gaps and the development of the solutions required by the ABCA Armies to close or mitigate those gaps. In 2007, the U.S. hosted "Cooperative Spirit" (CS 08), an Afghanistan-based counterinsurgency-focused combat training center rotation at the Joint Multinational Readiness Center in Hohenfels, Germany. CS 08 was conducted with a U.S. Stryker Brigade Combat Team Headquarters and was task-organized into battalion- and company-sized units from each ABCA army. In 2011, a "distributed training in a synthetic environment" activity will be conducted to enable common, interoperable training from local sites.

**Geographic restrictions:** U.S., Great Britain, Canada, Australia and New Zealand

**Executing forces:** general purpose, civilian, nongovernmental

**Partner nation agencies:** N/A

**Funding authority:** 10 USC; Basic Standardization Agreement 1964, AR 34–1, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 2700.01E

**Funding source:** national funds

**Appropriation:** Operation & Maintenance, Army (OMA)

**Management decision package:** VRSI-Standardization & Interoperability Programs

**Program:** 0202214A

**Tasks:** provide education, conduct mil-to-mil activity, conduct a multinational conference, exchange personnel

**Purpose:** counter terrorism, disaster relief, stabilization and reconstruction, coalition operations, interoperability, humanitarian assistance, intelligence, peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Multinational Strategy and Programs Division)

**Phone number:** 703–693–1989

**Web site:** <http://www.abca-armies.org>

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**Table 5–4**  
**Army Cyber Command Security Engagement**

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**Title:** American, British, Canadian, Australian and New Zealand Armies' Program

**Summary:** Provide strategic engagements with GEF designated critical and key partner countries/regions, STRATCOM/CYBERCOM designated partner countries/regions, and HQDA designated partner countries/organizations to enable information sharing, strengthen collective cyber security and interoperability. This will include individually tailored cyber SA events providing specialized training, information sharing and support designed to build and sustain needed capability and enhance interoperability with U.S. forces. Progress and impact of goals and objectives will be evaluated and reported to ensure accountability.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** foreign affairs, defense, emergency

**Organization:** European Union, United Nations, NATO, Major non-NATO ally, Organization for Security and Cooperation in Europe

**Funding authority:** 10 USC; Basic Standardization Agreement 1964, AR 34–1, CJCSI 2700.01E

**Funding source:** national funds

**Appropriation:** OMA

**Management decision package:** to be announced

**Tasks:** provide training, conduct a multinational exercise, provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

**Purpose:** counter terrorism, stabilization and reconstruction, missile defense, coalition operations, interoperability, intelligence, defense institution building

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, assurance/regional confidence building, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** U.S. Army Cyber Command/2nd Army, 8825 Beulah St, Fort Belvoir, VA 22060–5527

**Directorate:** G–35

**Program office:** Plans and Policy

**Phone number:** 703–428–4354/4774

**Web site:** <http://www.arcyber.army.mil/>

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**Table 5–5**  
**Army Global Civil-Military Emergency Preparedness**

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**Title:** Army Global Civil-Military Emergency Preparedness

**Summary:** Upon request, provides strategic engagements with GEF designated critical and key partner countries/regions to improve civil military disaster preparedness capabilities. This is achieved by first conducting a rigorous initial capabilities assessment using the Provides Relief software tool to establish partner country needs. With this baseline, a multi-year engagement plan is developed between the partner country and the USG (supported by the Army Global Civil-Military Emergency Preparedness Program Office through the ASCC) that provide individually tailored SA events providing specialized training and support designed to build and sustain needed capacity.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, special operating, civilian, nongovernmental

**Partner nation agencies:** foreign affairs, defense, interior, emergency services

**Organizations:** African Union, NATO, United Nations, Economic Community of West African States, Major Non-NATO ally, Organization for Security and Cooperation in Europe

**Funding authority:** 10 USC; 22 USC

**Funding source:** national funds

**Appropriation:** OMA/Research, development, test, and evaluation

**Management decision package:** XISQ-International Support, Other

**Program:** PE 121018

**Tasks:** provide training, conduct a multinational exercise, provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, provide equipment, exchange personnel

**Purpose:** disaster relief, stabilization and reconstruction, humanitarian assistance, defense institution building

**Security cooperation focus area:** operational capacity building, assurance/regional confidence building, institutional capacity/human capital development, international suasion and collaboration

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army management Office (Army International Affairs)

**Phone number:** 703–697–1511

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**Table 5–6**  
**Army International Visitors Program**

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**Title:** Army International Visits Program

**Summary:** Part of an overarching DOD Program enabling over 6,000 official visits that directly support Army SC activities on an annual basis. Army level program management is required to ensure disclosures made during visits supporting SC efforts are made in accordance with Arms Export Control Act (22 USC 2751 et seq.), the International Trafficking in Arms Regulation, National Disclosure Policy, DODD 5230.11, DODD 5230.20, and AR 380–10.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian, nongovernmental

**Partner nation agencies:** defense

**Organizations:** NATO, United Nations, Major non-NATO ally

**Funding authority:** 10 USC

**Funding source:** AR 380–10

**Tasks:** provide training, conduct a multinational exercise, provide supplies, provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, provide equipment, exchange personnel

**Purpose:** counter terrorism, disaster relief, stabilization and reconstruction, missile defense, coalition operations, counter narcotics, research and development, interoperability, port security, de-mining, counter WMD, humanitarian assistance, counter insurgency, intelligence, defense institution building, peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, international armaments cooperation, institutional capacity/security sector reform, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–2

**Program office:** Department of the Army management Office (Foreign Disclosure Branch)

**Phone number:** 703–695–1096/1981

**Web site:** <http://www.dami/army.pentagon.mil/site/fd/>

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**Table 5–7****U.S. Army Medical Department International Programs**

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**Title:** U.S. Army Medical Department International Programs

**Summary:** The U.S. Army Medical Command (MEDCOM) provides institutional support to GCC/ASCC Command Surgeon staffs in accomplishing SC/assistance goals within their respective areas of operation. The MEDCOM also provides support through the variety of DOD SA programs (to include foreign military sales (FMS)) implemented by Defense Security Cooperation Agency (DSCA) and the Army. In addition, the MEDCOM participates in the NATO and ABCA medical standardization activities, the various exchange programs, foreign liaison officer program and other Army programs intended to engage the international constituency. Finally, MEDCOM pursues initiatives in which the MEDCOM collaborates with international constituents to accomplish research and development goals to improve medical knowledge and care provided to U.S. forces.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian

**Partner nation agencies:** defense

**Organizations:** NATO and major non-NATO ally

**Funding authority:** 22 USC and 10 USC

**Funding source:** National funds

**Appropriations:** Defense Health Program

**Tasks:** provide training, provide supplies, provide education, conduct mil-to-mil activity, provide/share information, conduct research & development, provide equipment, exchange personnel

**Purpose:** disaster relief, coalition operations, research & development, interoperability, counter WMD, humanitarian assistance

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** MEDCOM/Office of the U.S. Army Surgeon General

**Directorate:** Healthcare Operations

**Program office:** International Programs (InternationalPrograms@otsg.amedd.army.mil)

**Phone number:** 703–681–8191

**Web site:** [http://www.armymedicine.army.mil/hc/ip/intl\\_prgms.htm](http://www.armymedicine.army.mil/hc/ip/intl_prgms.htm)

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**Table 5–8**  
**Army-to-Army Staff Talks**

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**Title:** Army-to-Army Staff Talks

**Summary:** An HQDA-level SC program conducted in support of Army and GCC SC objectives. Currently conducted with 18 partner armies, the program focuses on improving U.S. and partners' land forces capabilities; building personal and institutional relationships with our partner armies; and improving U.S. Army's ability to operate effectively with our partners.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Funding source:** National funds

**Appropriations:** OMA

**Management decision package:** VRSI-Standardization & Interoperability Programs

**Tasks:** conduct mil-to-mil activity, provide/share information

**Purpose:** coalition operations, interoperability, defense institution building

**Security cooperation focus area:** operational capacity building, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

**Phone number:** 703–697–3874

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**Table 5–9**  
**Army War College International Fellows Program**

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**Title:** Army War College International Fellows Program

**Summary:** The Fellows program is a senior-level, Professional Military Education program providing opportunities for senior foreign military officers to study, research, and write on subjects of significance as well as their own security interests and those of allied nations. There are 40 seats available annually.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian, and other

**Partner nation agencies:** defense

**Organizations:** NATO and major non-NATO ally

**Funding authority:** 22 USC 2311 and 22 USC 2762

**Funding source:** grant, International Military Education and Training program, and FMS

**Tasks:** provide training, provide education, provide/share information, conduct research & development, exchange personnel

**Purpose:** research, interoperability, defense institution building

**Security cooperation focus area:** intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

**Phone number:** 703–692–844

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**Table 5–10**  
**Border Commanders Conference**

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**Title:** Border Commanders Conference

**Summary:** The Border Commanders Conference has been conducted between U.S. Army North and the Mexican Army since 1987. Operational level 3-star commanders meet annually to discuss and resolve issues that pertain to both sides along the U.S. southwestern border. CG Army North hosts the conference every other year with one of Mexico's three Military Region commands hosting on the odd year. Besides the three Military regions, the two Mexican Air Force Regions also attend as well as senior staff officers from the National Headquarters. U.S. representatives in attendance included CG U.S. Army North, CG Joint Task Force-North, Chief Air Force North, and the four border The Adjutant Generals. During the last few years, the primary focus of discussions has been the ongoing war against the Transnational Criminal Organizations, and have at times included subject matter experts from Drug Enforcement Administration, Bureau of Alcohol, Tobacco and Firearms, Customs and Border Patrol, and Federal Bureau of Administration.

**Geographic restrictions:** Usually conducted within one of the ten border states (4 US and 6 Mexican)

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Appropriation:** Operations OM Maintenance

**Tasks:** conduct a multinational conference

**Purpose:** counter narcotics, interoperability, and law enforcement

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, assurance/regional confidence building, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** U.S. Army North

**Directorate:** DCS, G–3/5/7

**Program office:** Security Cooperation Division

**Phone number:** DSN 471–9207

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**Table 5–11**  
**Cadet Culture and Language Immersion Deployments**

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**Title:** Cadet Culture and Language Immersion Deployments

**Summary:** Per the Army Culture and Foreign Language Strategy, the U.S. Army Cadet Command develops and implements pre-commissioning study abroad and summer cadet language and culture immersion training deployments by deploying senior Reserve Officers' Training Corps cadets to strategic overseas regions for the purpose of culture and language immersion in support of Department of the Army and ASCC SC strategies and objectives.

**Geographic restrictions:** N/A

**Executing forces:** U.S. Army Reserve Officers' Training Corps cadets and other

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 145–1

**Management decision package:** TRRS-Senior ROTC Scholarships and TROT-Senior ROTC

**Tasks:** provide training, provide education, conduct mil-to-mil activity, exchange personnel

**Purpose:** interoperability and peacekeeping

**Security cooperation focus area:** operational capacity building, human capacity/human capability development, international suasion & collaboration, operational access/global freedom of action

**Contact information:**

**Army command:** U.S. Army Training and Doctrine Command (TRADOC)

**Directorate:** U.S. Army Cadet Command

**Program office:** DCS, G–3/5/7 (Cultural Understanding Language Program)

**Phone number:** 502–624–5404

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**Table 5–12**  
**Center for Army Lessons Learned – International Engagements**

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**Title:** Center for Army Lessons Learned – International Engagements

**Summary:** Center for Army Lessons Learned does not have an Army International Security Cooperation program, but supports many other Army organization's Army International Security Cooperation programs by conducting Lessons Learned Seminars, Lessons Learned Courses, and Lessons Learned briefings, both within the continental U.S. and outside the continental U.S. This support is provided by Center for Army Lessons Learned, but funded by the requesting Agency/Command. In addition to the previous support, Center for Army Lessons Learned will assist Allied Nations with the establish of their own Lessons Learned Centers, if tasked as part of an Agreed to Action resulting from Army Staff Talks or TRADOC Training and Doctrine Conferences. These Agreed to Actions are funded by HQDA or TRADOC.

**Geographic restrictions:** N/A

**Executing forces:** general forces

**Partner nation agencies:** defense

**Funding authority:** 10 US

**Appropriations:** OMA

**Tasks:** provide training, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

**Security cooperation focus area:** cooperational capacity building, intelligence/information sharing, international suasion & collaboration

**Contact information:**

**Army command:** TRADOC

**Directorate:** Center for Army Lessons Learned

**Phone number:** 913–684–5159 or DSN 552–5159

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**Table 5–13**

**Center for Military History International History Program**

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**Title:** Center for Military History International History Program

**Summary:** Establish, maintain, and expand contacts between U.S. and international official military history institutions to increase historical understanding of allies and potential allies; to establish closer relations between the U.S., its allies and potential allies through multinational history conferences; and to engage in mutual publication efforts of conference results.

- Bilateral and Multilateral Exchanges
- Central European Conflict Studies Working Group
- International Conference of Military Historians

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian

**Partner nation agencies:** defense

**Organizations:** European Union, NATO, Organization for Security and Cooperation in Europe

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 870–5

**Appropriations:** OMA

**Management decision package:** to be announced

**Tasks:** provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

**Purpose:** coalition operations, interoperability, and defense institution building

**Security cooperation focus area:** human capacity/human capability development, institutional capacity/security sector reform, international suasion & collaboration

**Contact information:**

**Army command:** U.S. Army Center of Military History

**Directorate:** Field Programs and Historical Services

**Program office:** Field and International Branch

**Phone number:** 202–685–2727

**Web site:** <http://www.history.army.mil/>

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**Table 5–14****Center for Military History International Intern Program**

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**Title:** Center for Military History International History Program

**Summary:** Upon request, Center for Military History sponsors one or more officers/cadets from NATO countries. Center for Military History provides research oversight, workspace, and mentoring. The requesting country provides funding for travel, housing and subsistence. In the past, Center for Military History has sponsored officers from Korea, Japan and Germany; and cadets from France and Germany.

**Geographic restrictions:** N/A

**Executing forces:** civilian

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 870–5

**Appropriations:** OMA

**Management decision package:** to be announced

**Tasks:** provide education

**Purpose:** defense institution building

**Security cooperation focus area:** human capacity/human capability development

**Contact information:**

**Army command:** U.S. Army Center of Military History

**Directorate:** Field Programs and Historical Services

**Program office:** Field and International Branch

**Phone number:** 202–685–2727

**Web site:** <http://www.history.army.mil/>

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**Table 5–15****Command and General Staff College International Fellows Program**

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**Title:** Command and General Staff College International Fellows Program

**Summary:** The Fellows program provides opportunities for foreign officers to participate in the Intermediate Leader Education Course and the School of Advanced Military Studies at the Command and General Staff College. It provides resident Professional Military Education and DOD Field Studies program activities to select International Military Students. In FY2010 there were 124 participants in 3 separate programs. Seats are requested by the GCCs with ASCC input and then allocated by G-3/5/7 based on the Army Security Cooperation Plan, resulting in written invitations to CSA counterparts sent in the fall.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Funding authority:** 22 USC

**Funding source:** National funds (Foreign Assistance Act of 1961/Arms Export Control Act)

**Funding program:** International Military Education and Training, FMS, Professional Military Exchange Program, and Counterterrorism Fellowship Program

**Tasks:** provide education

**Purpose:** counter terrorism and interoperability

**Security cooperation focus area:** human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** TRADOC/HQDA

**Directorate:** Security Assistance Training Field Activity/DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

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**Table 5–16**  
**Conference of American Armies**

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**Title:** Conference of American Armies

**Summary:** Currently the oldest Army to Army International Military Organization in the Western Hemisphere. It was formed in 1960 and designed to promote cohesion, improve hemispheric security, and strengthen Inter-American friendship on an Army-to-Army basis. The Conference of American Armies operates independently under its own by-laws approved by 20 Conference of American Armies member army commanders. The Conference of American Armies conducts a two-year cycle of Multilateral Specialized Conferences/Exercises hosted by different member armies which culminates in a Preparatory Conference to review the accomplishments of the past two year cycle and approve the agenda for the Army Commanders and a Conference of American Armies Commanders Conference conducted by the army hosting the Conference of American Armies Permanent Executive Secretariat for that cycle. The Army of Mexico has volunteered to host the Conference of American Armies Cycle (2012-2013) and the Army of Colombia will host Conference of American Armies Cycle (2014-2015).

**Geographic restrictions:** Western Hemisphere

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Organizations:** United Nations, U.S. Southern Command, and U.S. Army South

**Funding authority:** 10 USC

**Funding source:** National funds

**Management decision package:** XIXQ

**Tasks:** conducts a multinational exercise, conduct mil-to-mil activity, conduct a multinational conference

**Purpose:** disaster relief, coalition operations, counter narcotics, interoperability, humanitarian assistance, and peacekeeping

**Security cooperation focus area:** operational capacity building, assurance/regional confidence building, international suasion & collaboration, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** CSA HQDA as lead agent and CG, U.S. Army South as action agent

**Directorate:** DCS, G–3/5/7 and U.S. Army South Security Cooperation Division

**Program office:** U.S. Army South Security Cooperation Division – U.S. Army Liaison Officer Branch

**Phone number:** 210–295–6246/6699

**Web site:** <http://www.redcea.org>

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**Table 5–17**  
**Conference of European Armies**

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**Title:** : Conference of European Armies

**Summary:** The Conference of European Armies is an annual conference hosted by CG U.S. Army Europe for the Chief of Staff of the US Army and 40+ European and Eurasian Land Force Commanders to discuss subjects of mutual interest in a frank and open forum. This conference allows bilateral engagements with select partners. A similar conference for senior noncommissioned officers is also held annually.

**Geographic restrictions:** U.S. European Command area of responsibility, U.S., Canada

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Organizations:** European Union, NATO, Major Non-NATO ally

**Funding authority:** 10 USC

**Funding source:** National funds

**Tasks:** conduct a multinational conference, provide and/or share information

**Purpose:** coalition operations, counter narcotics, interoperability, counter WMD, counter insurgency, defense institution building, and peacekeeping

**Security cooperation focus area:** human capacity/human capability development, institutional capacity/security sector reform, international suasion & collaboration

**Contact information:**

**Army command:** U.S. European Command

**Directorate:** DCS, G–3/5/7

**Program office:** Security Cooperation Division

**Phone number:** 314–370–3465/6166

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**Table 5–18**  
**Chief of Staff of the Army Counterpart Visit Program**

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**Title:** Chief of Staff of the Army Counterpart Visit Program

**Summary:** CSA Counterpart Visits, home and away, are pinnacle events in a bilateral Army relationship. All visits by chiefs of foreign armies, who are invited, sponsored, and hosted by CSA use SA representational funds. Self-invite visits and CSA travel to visit counterparts are handled differently.

**Geographic restrictions:** Adhere to USG sanctions

**Executing forces:** other

**Partner nation agencies:** defense

**Organizations:** other

**Funding authority:** 10 USC

**Funding source:** National funds

**Tasks:** conduct mil-to-mil activity, provide/share information

**Purpose:** coalition operations, interoperability, defense institution building

**Security cooperation focus area:** operational capacity building, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7 and Foreign Liaison

**Program office:** Department of the Army Management Office (Security Sector Reform Division) and Army Foreign Liaison Directorate

**Phone number:** 703–692–6844 and 703–692–1462

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**Table 5–19****Deputy Secretary of the Army (Research & Technology)/Chief Scientist Forums**

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**Title:** Deputy Secretary of the Army (Research & Technology)/Chief Scientist Forums

**Summary:** DASA(R&T)/Chief Scientist Forums are leadership initiatives that engage select allied governments' defense R&T establishments, industries, and universities to determine whether significant technology developments can potentially contribute to the U.S. Army needs. Technology areas identified as being relevant to Current Force and/or Future Force science and technology priorities are followed-up at the Army Technical Director level.

**Geographic restrictions:** Currently working with Israel/Germany/United Kingdom/Canada

**Executing forces:** other

**Partner nation agencies:** defense

**Tasks:** provide education, conduct military to military activity, conduct a multinational conference, provide/share information

**Purpose:** research and development

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** Deputy Assistant Secretary of the Army for Research & Development

**Directorate:** DASA (R&T)

**Program office:** Director for International Science and Technology Programs/Technology Transfer

**Phone number:** 703–617–0285

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**Table 5–20****Distinguished Foreign Visits**

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**Title:** Distinguished Foreign Visits

**Summary:** Allows Senior Army leadership to exert personal influence to further 10 USC responsibilities and support GCC and Army SC goals. Visits by senior foreign officials to U.S. Army counterparts, commands and agencies are international high-level engagements that bolster relationships. They enable the Army to convey the appropriate Army strategic message. They also forward and support organizational goals and objectives, helping to shape the current and future security environment. The Kermit Roosevelt, a special Distinguished Foreign Visit conducted since 1945, includes a series of lectures held annually in the U.S. and the United Kingdom.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** foreign affairs and defense

**Funding authority:** 10 USC

**Appropriations:** OMA

**Tasks:** provide education and conduct mil-to-mil activity

**Purpose:** research and development and interoperability

**Security cooperation focus area:** human capacity/human capital development, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–2

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**Table 5–21**  
**Engineer and Scientist Exchange Program**

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**Title:** Engineer and Scientist Exchange Program

**Summary:** The Engineer and Scientist Exchange Program outlined in AR 70-41 is a professional development program that promotes international cooperation in military research, development, test and evaluation through the exchange of military and/or government civilian engineers and scientists. A Master MOU is required prior to the U.S. or foreign partner submitting resumes for placement, and there are currently master agreements with 17 countries. DASA (DE&C) screens U.S. candidates and facilitates international placements

**Funding authority:** 10 USC 1082, NDAA FY1997

**Funding source:** National funds

**Tasks:** conduct mil-to-mil activity, provide/share information, conduct research and development

**Purpose:** research and development

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** Armaments Cooperation

**Phone number:** 703–545–0713

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**Table 5–22**  
**European Security Agreements**

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**Title:** European Security Agreements

**Summary:** Program provides funding to ACOMs, ASCCs, and DRUs, primarily U.S. Army Europe, to implement and comply with arms control treaties and confidence and security building measures, including the Treaty on Conventional Armed Forces in Europe, the Vienna Document 1999, the Global Exchange of Military Information, and the Open Skies Treaty.

**Geographic restrictions:** Europe

**Executing forces:** general purpose

**Partner nation agencies:** foreign affairs and defense

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 525–92

**Management decision package:** VTRE-Conventional Arms Control Treaties

**Tasks:** conduct a multinational exercise, conduct a multinational conference, conduct mil-to-mil activity, provide/share information, and other

**Purpose:** defense institution building

**Security cooperation focus area:** assurance/regional confidence building, international suasion and collaboration

**Contact information:**

**Army command:** HQDA

**Directorate:** Department of the Army Management Office (Combatting WMD and Proliferation Policy Division)

**Phone number:** 703–545–0926

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**Table 5–23**  
**Excess Defense Articles**

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**Title:** Excess Defense Articles

**Summary:** Excess defense articles provide excess U.S. military equipment to our international partners and allies to support defense, internal security, public works and development activities, and participation in United Nations missions and peacekeeping activities to increase partnership capacity. Excess defense articles utilize FMS procedures and can be requested through these channels.

**Geographic restrictions:** N/A

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with DOD 5105.38M and AR 12–1

**Tasks:** provide equipment

**Contact information:**

**Army command:** U.S. Army Security Assistance Command (USASAC)

**Phone number:** 256–450–5683

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**Table 5–24**  
**Foreign Area Officers In-Country Training**

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**Title:** Foreign Area Officers In-Country Training

**Summary:** In-country training focuses on developing the foundation for regional expertise through immersion, travel, research, and study. HQDA determines the locations for FAO in-country training sites in coordination with the CCDRs, U.S. Embassy Country Teams, and host-nations' officials. FAO in-country training sites are established based on anticipated needs for regional expertise, language capabilities, and engagement strategies of the region.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** foreign affairs, defense, interior, emergency services, and other

**Funding authority:** 10 USC

**Funding source:** National funds

**Appropriation:** 2020 Training; 0725 Housing

**Management decision package:** TFAO-Strategic Leadership Training

**Program:** FAO

**Tasks:** provide training, provide education, conduct mil-to-mil activity, and exchange personnel

**Purpose:** counter terrorism, disaster relief, stabilization & reconstruction, coalition operations, counter narcotics, interoperability, counter WMD, humanitarian assistance, counter insurgency, intelligence, defense institution building, and peacekeeping

**Security cooperation focus area:** intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, international suasion & collaboration

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Strategic Leadership Division)

**Phone number:** 703–602–8125

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**Table 5–25****Foreign Comparative Testing Program**

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**Title:** Foreign Comparative Testing Program

**Summary:** Provides funds at the service level to the sponsoring organizations to perform testing and evaluation of nondevelopmental items that have the potential to meet valid DOD requirements. The Foreign Comparative Testing Program Office at OSD reviews and prioritizes proposals from the different services and approves funding for the highest priority projects. Foreign comparative testing strives to get the best equipment in the world into the hands of U.S. Soldiers, more quickly and cheaply. Program Executive Officer-Program Managers, Armament Research, Development and Engineering Center/Lab Tech Directors, and GCCs submit proposals annually to the U.S. Army point of contact.

**Geographic restrictions:** N/A**Executing forces:** civilians**Partner nation agencies:** 10 USC 2350a**Tasks:** conduct research and development**Purpose:** research and development and interoperability**Security cooperation focus area:** international armaments cooperation**Contact information:****Army command:** Army Materiel Command**Directorate:** Research, Development, and Engineering Command (RDECOM)**Phone number:** 410–306–4831

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**Table 5–26****Foreign Liaison Officer Program**

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**Title:** Foreign Liaison Officer Program

**Summary:** HQDA program established to facilitate cooperation and mutual understanding between the U.S. Army and the armies of allied and friendly nations. Foreign liaison officers are foreign government military/civilian employees who are authorized by their government and certified by a Department of the Army command or agency in connection with programs, projects, or agreements of mutual interest.

**Geographic restrictions:** N/A**Executing forces:** Other**Partner nation agencies:** defense**Funding authority:** 10 USC**Funding source:** in accordance with AR 380–10**Tasks:** provide training, conduct mil-to-mil activity, conduct research & development, provide equipment, and other

**Purpose:** counter terrorism, disaster relief, stabilization & reconstruction, missile defense, coalition operations, counter narcotics, research & development, interoperability, de-mining, humanitarian assistance, counter insurgency, intelligence, defense institution building, and peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, assurance/regional confidence building, international armaments cooperation, international suasion & collaboration, combined operations capacity, interoperability, and standardization

**Contact information:****Army command:** HQDA**Directorate:** DCS, G–2**Phone number:** 703–695–9614

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**Table 5–27**  
**Foreign Military Sales**

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**Title:** Foreign Military Sales

**Summary:** FMS is the mechanism through which eligible foreign governments may purchase defense articles and services (including training and construction services) from the USG. Military articles and services may be provided from DOD stocks or from new procurement. FMS cases can be funded through a variety of means, including appropriated grant assistance or partner nation funds. The Army serves as an Implementing Agency for this program, which is administered by the DSCA and subject to the oversight and management authority of the DOS.

**Geographic restrictions:** N/A

**Executing forces:** general purpose and civilian

**Partner nation agencies:** defense

**Organizations:** NATO, Major non-NATO ally

**Funding authority:** 22 USC 2151 and 22 USC 2751

**Funding source:** National funds, reimbursable, grant, and other

**Appropriation:** State Department International Affairs ("Function 150") Account: International Security Assistance (foreign military financing, International Military Education and Training)

**Tasks:** provide training, provide supplies, provide education, provide construction, and provide equipment

**Purpose:** counter terrorism, disaster relief, stabilization and reconstruction, missile defense, coalition operations, counter narcotics, interoperability, de-mining, humanitarian assistance, counter insurgency, defense institution building

**Security cooperation focus area:** operational capacity building, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, international suasion and collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** Strategy and Plans

**Phone number:** 703–545–0827

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**Table 5–28****Foreign Technology Assessment Support Program**

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**Title:** Foreign Technology Assessment Support Program

**Summary:** The Foreign Technology Assessment Support Program supports the identification and assessment of international technology solutions and accelerating the integration of international technology solutions into Army Research and Technology and acquisition programs supporting U.S. Army Future and Current Force and Joint and Coalition War fighter needs. The Foreign Technology Assessment Support Program supports promising technologies identified and assesses the relevance and utility to incorporate technologies with the highest potential into Army Research and Technology mission program. Foreign Technology Assessment Support Program projects are typically 12 months in duration. Research Development and Engineering Centers/Labs interested in pursuing Research and Technology described in a Technology Information Paper as Technology Readiness Levels 1-06 can complete for Foreign Technology Assessment Support Program funds.

**Geographic restrictions:** N/A**Executing forces:** civilian**Partner nation agencies:** defense**Funding source:** National funds**Tasks:** other**Purpose:** research and development**Security cooperation focus area:** international armaments cooperation**Contact information:****Army command:** DASA (R&T)**Directorate:** Research and Technology

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**Table 5–29****Institutional Training/Education of Foreign Military and Selected Civilians**

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**Title:** Institutional Training/Education of Foreign Military and Selected Civilians

**Summary:** TRADOC manages training requirements and facilitates execution in Army-managed (Army Training Requirements and Resources System), the continental U.S.-based training of approximately 9,000 foreign military students from 160+ countries per year. The majority (61 percent) of students are funded by FMS cases, 24 percent attend under the DOS-managed International Military Education and Training program, and the remainder under various programs to include DOD-managed counter-narcotic authorities. In FY2010, 8,936 international military students attended training in 21 TRADOC schools, 50 Army non-TRADOC activities, 17 non-Army DOD activities, and 8 contractor facilities.

**Geographic restrictions:** general purpose and civilian**Funding authority:** 10 USC 1082 and 22 USC**Funding source:** National funds, in accordance with DOD 5105.38M, AR 12–1, and 12–15**Tasks:** provide training and provide education**Purpose:** counter terrorism, disaster relief, missile defense, coalition operations, counter narcotics, interoperability, humanitarian assistance, counter insurgency, law enforcement, intelligence, defense institution building, and peacekeeping**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capital development, institutional capacity/human capital development, combined operations capacity, interoperability, and standardization**Contact information:****Army command:** TRADOC**Directorate:** Security Assistance Training Field Activity

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**Table 5–30**  
**International Cooperative Research, Development and Acquisition**

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**Title:** International Cooperative Research, Development and Acquisition

**Summary:** International cooperative research, development and acquisition is a broad category of agreements and activities that promote interoperability, relationships and cooperative research, development, test, and evaluation efforts with international partners and allies. Information Exchange Program agreements allow for the exchange of research, development and technologies information to facilitate actual projects and relationships. A master Information Exchange Program MOU is required prior to entering into an Information Exchange Program. Developmental programs/projects encompass a range of formal cooperative efforts that contribute to the research, development and acquisition of defense technology, material, or systems, to include cooperative production and/or logistics. Memoranda of Understanding/Agreement and Project Agreements are developed and negotiated between the U.S. and international partners.

**Geographic restrictions:** N/A

**Executing forces:** civilian

**Partner nation agencies:** defense

**Funding authority:** AR 70–41

**Funding source:** National funds

**Tasks:** provide/share information, conduct research & development

**Purpose:** research and development and interoperability

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** Armaments Cooperation

**Phone number:** 703–545–0713

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**Table 5–31**  
**International Technology Centers**

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**Title:** International Technology Centers

**Summary:** The nine International Technology Centers support the Army's goals of providing the best technology in the world to our Warfighters by leveraging the Science and Technology investment of our international partners. The International Technology Centers perform identification and evaluation of international technology programs to assess their potential impact on the Army's science and technology investment strategy. International Technology Center "technology finds" are submitted as technology information papers to various Army science and technology customers including the Army Research Laboratory, the Research Development and Engineering Centers of the RDECOM, RDECOM technology Integrated Process Teams, the Rapid Equipping Force, and others for evaluation and consideration for further research and development.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** defense and other

**Funding authority:** 10 USC 2350a and 22 USC 2767

**Program:** PE–0601104A/H59

**Tasks:** conduct research and development

**Purpose:** research and development and interoperability

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** Army Materiel Command

**Directorate:** RDECOM

**Phone number:** 410–306–4831

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**Table 5–32**  
**Leases of Defense Articles (Section 61)**

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**Title:** Leases of Defense Articles (Section 61)

**Summary:** Enables the military department to lease defense articles to aid a country in procurement decisions and to support their urgent national security requirements and commitments. A lease is requested by the recipient country that identifies a requirement for lease vice purchase and submits a Letter of Request. Army must determine whether or not the items are available for the duration of the lease.

**Geographic restrictions:**N/A

**Executing forces:**civilian

**Funding authority:** 22 USC

**Funding source:** National funds, grant, loan, and other

**Tasks:** provide equipment

**Purpose:** stabilization and reconstruction, coalition operations, interoperability

**Security cooperation focus area:** operational capacity building, operational access/global freedom of action

**Contact information:**

**Army command:** USASAC

**Phone number:** 256–450–5683

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**Table 5–33**  
**Loans of Defense Equipment (Section 65)**

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**Title:** Loans of Defense Equipment (Section 65)

**Summary:** Loans of Defense Equipment, supported by AR 70-41, are negotiated as a standalone MOU or as a Project Agreement or Equipment and Materiel Transfer Agreement for materiel, supplies or equipment. These loans support cooperative research, development and evaluations or standardization and interoperability programs to NATO and major non NATO allies designated by DOD.

**Funding authority:** 22 USC

**Tasks:** conduct mil-to-mil activity, provide/share information, conduct research and development, and provide equipment

**Purpose:** research and development and interoperability

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** SAAL–NC

**Phone number:** 703–545–0713

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**Table 5–34**  
**U.S. Army Military Personnel Exchange Program**

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**Title:** U.S. Army Military Personnel Exchange Program

**Summary:** MPEP is a U.S. Army SC program conducted with and through the ASCCs. MPEP exchanges partner nation and U.S. Army Soldiers of similar qualifications and grades under auspices of an international agreement. The program supports the SC strategies and objectives of the GCC/ASCCs. ASCCs are responsible for providing 10 USC support to MPEPs.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Funding authority:** 10 USC 168; 10 USC 2608; NDAA FY2010 Section 1207; National Security Decision Directive 38; DODD 5230.20; AR 614–10

**Funding source:** National funds

**Appropriation:** NDAA by FY

**Tasks:** provide training, conduct mil-to-mil activity, exchange personnel, other

**Purpose:** counter terrorism, stabilization & reconstruction, coalition operations, counter narcotics, research & development, interoperability, counter WMD, humanitarian assistance, intelligence, peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

**Phone number:** 703–545–0713

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**Table 5–35****Multilateral Interoperability Program**

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**Title:** Multilateral Interoperability Program

**Summary:** The Multilateral Interoperability Program seeks to achieve international interoperability through the automated exchange of information between Land Component Command and Control Information Systems of participating nations at all levels from corps to battle group, or the lowest appropriate level, in order to support multinational, combined, and joint military operations. The Multilateral Interoperability Program as the international forum is the focal point for defining standards and specifications for interoperability of Command and Control Information Systems and fosters digitization amongst coalition units in support of contingency and combat operations at a Joint Standing Task Force. The Multilateral Interoperability Program as the national implementation effort focuses on development and integration of a Multilateral Interoperability Program compliant interface in accordance with the agreed specifications into the respective national Command and Control Information Systems for eventual test, validation and deployment in conjunction with the corresponding implementations of our coalition partners.

**Geographic restrictions:** N/A**Executing forces:** general purpose**Partner nation agencies:** defense**Organizations:** NATO, major non-NATO ally, ABCA, Partnership for Peace**Funding authority:** 10 USC**Funding source:** National funds**Appropriation:** RDT&E/OPA–2040/2035**Management decision package:** FFPF-Tactical Battle Command**Program:** Maneuver control system**Tasks:** conduct a multinational exercise, conduct mil-to-mil activity, conduct a multinational conference, provide/share information**Purpose:** coalition operations and interoperability**Security cooperation focus area:** intelligence/information sharing, combined operations capacity, interoperability, and standardization**Contact information:****Army command:** Army Materiel Command**Directorate:** Program Executive Office Command, Control, Communications – Tactical**Program office:** Mission command**Phone number:** 395–2990/732–539–1431 (cell)/908–405–9760 (cell)**Web site:** <https://mipsite.lsec.dnd.ca> (Multilateral Interoperability Program site only)

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**Table 5–36**  
**National Guard Bureau's State Partnership Program**

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**Title:** National Guard Bureau's State Partnership Program

**Summary:** SPP supports GCC and Army SC efforts via 63 comprehensive partnerships between U.S. states and partner nations. SPP engagements take place through military-to-military and military-to-civilian contacts. SPP directly supports a broad range of SC activities to include security sector reform, security force assistance and SA efforts. It is a critical partner for the theater armies to achieve land forces objectives.

**Geographic restrictions:**N/A

**Executing forces:**general purpose, special operating, and civilian

**Partner nation agencies:**defense, interior, emergency services, and other

**Funding authority:** 10 USC

**Funding source:** National funds

**Appropriation:** Operation and Maintenance, Army National Guard 2065 and National Guard Personnel, Army 2060

**Program:** International support

**Tasks:** : provide training, conduct a multinational exercise, provide education, provide construction, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, provide equipment, exchange personnel

**Purpose:** counter terrorism, disaster relief, stabilization & reconstruction, coalition operations, counter narcotics, interoperability, port security, de-mining, counter WMD, maritime security, humanitarian assistance, counter insurgency, law enforcement, intelligence, defense institution building, peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, international armaments cooperation, institutional capacity/security sector reform, combined operations capacity, interoperability, and standardization

**Contact information:**

**Army command:** National Guard Bureau, 111 S George Mason Drive, Arlington, VA 22204

**Directorate:** National Guard Bureau–J5

**Program office:** National Guard Bureau-J53 International Engagement

**Phone number:** 703–545–0713

**Web site:** <https://gkoportal.ngb.army.mil/sites/J5/IA/default.aspx>

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**Table 5–37**  
**NATO Army Armaments Group**

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**Title:** NATO Army Armaments Group

**Summary:** The NATO Army Armaments Group is a subordinate body of the NATO Conference of National Armaments Directors responsible for collaboration in research, development and production of land forces materiel. It focuses on requirements definition and planning to identify areas for cooperative research, development and acquisition among member nations. DASA (DE&C) acts as the U.S. representative to the NATO Army Armaments Group and coordinates the activities of subordinate capability groups. This group includes the Nuclear, Biological and Chemical Defense Standardization Board to which U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency is the U.S. representative.

**Geographic restrictions:** N/A

**Executing forces:** civilian

**Partner nation agencies:** defense

**Organizations:** NATO

**Management decision package:** Army Program Element (APE) 665801M76

**Tasks:** conduct a multinational conference, provide/share information, conduct research & development

**Purpose:** research and development and interoperability

**Security cooperation focus area:** international armaments cooperation, combined operations capacity, interoperability, and standardization

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** Armaments Cooperation

**Phone number:** 703–545–0713

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**Table 5–38**  
**NATO Military Committee Land Standardization Program**

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**Title:** NATO Military Committee Land Standardization Program

**Summary:** The mission of the Military Committee Land Standardization Program is to foster NATO military operational standardization initiatives within the Land area of responsibility, with the aim of achieving optimal interoperability of Alliance and, where appropriate, other military forces. However, as standardization is a voluntary process, agreements may also be based on majority decisions. Standardization is defined within NATO as the process of developing concepts, doctrines, procedures and designs to achieve and maintain the most effective levels of “compatibility, interchangeability and commonality” in the operational, procedural, materiel, technical and administrative fields. The primary products of this process and NATO’s tools for the enhancement of interoperability are Standardization Agreements between member nations.

**Geographic restrictions:** N/A

**Executing forces:** general purpose and civilian

**Partner nation agencies:** defense

**Organizations:** NATO

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with NATO, AR 34–1, and CJCSI 2700.01E

**Appropriation:** OMA

**Management decision package:** VRSI-Standardization & Interoperability Programs

**Program:** 1001004A – Multinational Force Commander Management & Mission Support

**Tasks:** provide training, conduct a multinational exercise, provide education, conduct a multinational conference, provide/share information

**Purpose:** counter terrorism, coalition operations, research & development, interoperability, counter insurgency, and peacekeeping

**Security cooperation focus area:** operational capacity building, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Multinational Strategy and Programs Division)

**Phone number:** 703–692–7797

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**Table 5–39**  
**President's Emergency Plan For AIDS Relief**

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**Title:** President's Emergency Plan For AIDS Relief

**Summary:** On July 30, 2008 President Bush signed the H.R. 5501 (PL 110–293) increasing U.S. financial commitment to combat human immunodeficiency virus(HIV)/AIDS. This legislation increases initial 5-year commitment of \$15 billion in 2003 with an additional \$48 billion to combat 3 diseases, HIV/AIDS, tuberculosis, and malaria. Under the direction of the DOS's Office of the Global AIDS Coordinator, the President's Emergency Plan for AIDS Relief is implemented by multiple U.S. government agencies working with international, national, and local leaders worldwide to support integrated prevention, treatment, and care programs executed in over 30 countries in Africa, Asia, Central/South America, and the Caribbean. Walter Reed Army Institute of Research executes military to military and military to civilian programs in 4 African countries and military to military lab technical assistance for Vietnam (FY2005-2010).

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian, nongovernmental, and other

**Partner nation agencies:** foreign affairs, defense, interior, emergency service, and other

**Funding authority:** PL 110–293

**Appropriation:** 1031Z1801

**Management decision package:** HSDH-Defense Health Program

**Program:** disaster relief and humanitarian assistance

**Tasks:** provide training, provide supplies, provide education, conduct mil-to-mil activity, provide/share information, provide equipment, and other

**Purpose:** research and development

**Security cooperation focus area:** human capacity/human capability development, institutional capacity/human capital development

**Contact information:**

**Army command:** Walter Reed Army Institute of Research

**Directorate:** Division of Retrovirology, U.S. Military HIV Research Program

**Program office:** Department of International HIV Prevention, Care and Treatment

**Phone number:** 301–251–5073

**Web site:** <http://www.hivresearch.org/home.php> and <http://wrair-www.army.mil/>

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**Table 5–40**  
**President's Malaria Initiative**

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**Title:** President's Malaria Initiative

**Summary:** Launched in 2005, the President's Malaria Initiative is a five-year, \$1.2 billion expansion of USG resources to reduce the intolerable burden of malaria and help relieve poverty on the African continent. The 2008 Lantos-Hyde Act authorized an expanded President's Malaria Initiative program for 2009-2013. The goal of the President's Malaria Initiative is achieve Africa-wide impact by halving the burden of malaria in 70 percent of at-risk populations in sub-Saharan Africa, or approximately 450 million people in 18 focus countries/regions. Work focuses on developing quality malaria diagnostics in microscopy and rapid diagnostic tests in each country and training capacity of national bodies in this area and the establishment of a national diagnostics quality assurance/quality control protocols/programs. The Army's President's Malaria Initiative program is focused in Kenya and Tanzania.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, civilian, nongovernmental, and other

**Partner nation agencies:** foreign affairs, defense, interview, emergency services, and other

**Funding authority:** PL 110–293

**Appropriation:** National funds

**Management decision package:** HSDH—Defense Health Program

**Program:** Global Health Child Survival

**Tasks:** provide training, provide education, provide/share information, and other

**Purpose:** humanitarian assistance

**Security cooperation focus area:** human capacity/human capability development, institutional capacity/human capital development

**Contact information:**

**Army command:** Walter Reed Army Institute of Research

**Directorate:** Division of Retrovirology, U.S. Military HIV Research Program

**Program office:** Department of International HIV Prevention, Care and Treatment

**Phone number:** 703–251–5073

**Web site:** <http://www.hivresearch.org/home.php> and <http://wrair-www.army.mil/>

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**Table 5–41**  
**Reciprocal Unit Exchange Program**

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**Title:** Reciprocal Unit Exchange Program

**Summary:** The Reciprocal Unit Exchange program is conducted under a formal memorandum of agreement between the U.S. Army and a respective foreign army. The program involves a small unit exchange between like units for 2-6 weeks and is based on reciprocity. The purpose of which is to enhance cooperation, improve interoperability and foster unit relationships with foreign military. FORSCOM funds U.S. units to participate in the program and foreign nations fund their own participants in the program.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Organizations:** NATO and other

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 12–15

**Appropriation:** OMA

**Management decision package:** WEAD-non-divisional MTOE units

**Program:** 11

**Tasks:** conduct mil-to-mil activity, provide/share information, an exchange personnel

**Purpose:** interoperability

**Security cooperation focus area:** operational capacity building, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** FORSCOM

**Directorate:** DCS, G–3/5/7 Training

**Program office:** Combined and Foreign Training

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**Table 5–42**  
**Reserve Officer Foreign Exchange Program**

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**Title:** Reserve Officer Foreign Exchange Program

**Summary:** This is a one-for-one personnel exchange program with the all RCs (Army National Guard, U.S. Army Reserve, U.S. Naval Reserve, U.S. Marine Corps Reserve, Air National Guard, and U.S. Air Force Reserve) with the RCs of Germany and the United Kingdom. The primary purpose of the DOD Reserve Officers Foreign Exchange Program is to provide Reserve officers and NCO within the United Kingdom exchange, training associated with mobilization duties while enhancing their ability to work and communicate with the military individuals of the host nation.

**Geographic restrictions:** N/A

**Executing forces:** other

**Organizations:** other

**Funding authority:** 10 USC

**Funding source:** other per DOD Directive 1215.15, Germany MOU, and United Kingdom MOU

**Appropriation:** Reserve Personnel Army (RPA) 2070 and Operation & Maintenance, Army Reserve (OMAR) 2080

**Management decision package:** RPA USAR Surface operational tempo (ARPZ) and OMAR RC Sustain Training (TRST)

**Program:** 9905

**Tasks:** provide training, provide education, and provide/share information

**Purpose:** coalition operations, interoperability, and defense institution building

**Security cooperation focus area:** operational capacity building

**Contact information:**

**Army command:** U.S. Army Reserve Command

**Directorate:** G–37

**Web site:** <http://ra/defense.gov/programs/rtm/rofep.html>

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**Table 5–43****Security Cooperation Training Teams**

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**Title:** Security Cooperation Training Teams

**Summary:** Army or joint training and technical assistance teams (permanent change of station or temporary duty). Primarily deployed outside the continental U.S. in support of and funded primarily by foreign military sales cases in accordance with DOD 5105.38M, AR 12–15, and AR 12–7. Teams comprised of active/reserve military, DOD civilians, and contractors provide advice, training, and technical support on equipment, technology, doctrine/tactics, and weapons to USG-approved countries. In FY2010, 41 teams (28 permanent change of station, 13 temporary duty) made up of 398 personnel satisfied approved missions in 21 countries. Security assistance teams are requested by SC Officers in country in accordance with DOS-approved mission performance plans, endorsed by GCCs, approved by HQDA, and executed by Army Materiel Command and/or USASAC with assistance from the continental U.S.-based ACOMs and DRUs.

**Geographic restrictions:** N/A

**Executing forces:** general purpose, special operating, civilian, nongovernmental, and other

**Partner nation agencies:** foreign affairs, defense, emergency services, and other

**Organizations:** African Union, European Union, NATO, United Nations, Economic Community of West African States, Major non-NATO ally, Organization for Security and Cooperation in Europe, other

**Funding authority:** Arms Export Control Act, Foreign Assistance Act of 1961 (DOD 5105.38M, AR 12-15, AR 12-7)

**Funding source:** national funds, reimbursable, grant, loan, other

**Appropriation:** 10 USC and 22 USC

**Tasks:** provide training, conduct a multinational exercise, provide supplies, provide education, provide construction, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, provide equipment, exchange personnel, other

**Purpose:** counter terrorism, disaster relief, stabilization and reconstruction, missile defense, coalition operations, counter narcotics, interoperability, port security, de-mining, counter WMD, humanitarian assistance, maritime security, humanitarian assistance, counter insurgency, counter insurgency, intelligence, defense institution building, peacekeeping

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, international suasion & collaboration, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** U.S. Army Materiel Command

**Directorate:** USASAC

**Program office:** Security Training Management Organizations

**Phone number:** 910–432–7446

**Web site:** <http://www.usasac.army.mil/usasatmo.aspx>

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**Table 5–44**  
**Senior National Representative (Army) Meetings**

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**Title:** Senior National Representative (Army) Meetings

**Summary:** A bilateral/multilateral forum for which senior level acquisition and armaments representatives focus on specific capabilities in the areas of science and technology, research, development and acquisition, interoperability and emergent issues of mutual interest to initiate/leverage cooperative programs/capability. DASA (DE&C), as the U.S. Senior National Representative (Army) Chair, coordinates U.S. Army issues to increase military capacity through interoperability, promotes cost-sharing and avoiding duplication on development, and facilitates access to best technology, thereby strengthening and creating enduring relationships. AR 70-41 provides additional information in support of these activities.

**Geographic restrictions:** Currently conducted with Sweden, Singapore, France, Germany, Italy and the 5 Power

**Executing forces:** civilian

**Partner nation agencies:** defense

**Program:** APE 665801M76

**Tasks:** conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, other

**Purpose:** research & development and interoperability

**Security cooperation focus area:** international armaments cooperation

**Contact information:**

**Army command:** DASA (DE&C)

**Directorate:** Armaments Cooperation

**Phone number:** 703–545–0713

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**Table 5–45**  
**Sergeants Major Academy International Fellows Program**

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**Title:** Sergeants Major Academy International Fellows Program

**Summary:** Fellows attend the Sergeants Major Academy courses which provide opportunities for foreign Master Sergeant and Sergeant Major equivalents to participate with their U.S. counterparts to prepare for positions of responsibility throughout their defense establishments. There are 50 seats available annually. Seats are requested by the GCCs based on ASCC input and then allocated by G-3 based on the Army SC Plan, resulting in written invitations to CSA counterparts sent in the fall.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** defense

**Funding authority:** 22 USC

**Funding source:** National Funds in accordance with International Military Education and Training

**Tasks:** provide training and provide education

**Purpose:** interoperability and defense institution building

**Security cooperation focus area:** operational capacity building, human capacity/human capability development, institutional capacity/human capital development

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

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**Table 5–46****Training and Doctrine Conferences**

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**Title:** Training and Doctrine Conferences

**Summary:** The Training and Doctrine Conference purpose is to exchange information within mutually compatible core functions in order to enhance interoperability. Bilateral Teams of Reference specify conference details and frequency (typically held every 12 to 18 months). General Officer Heads of Delegation for Republic of Korea and Germany – colonel level for others. Training and Doctrine Conferences yield actionable, agreed-to-actions assigned to TRADOC leads and are tracked quarterly. (TRADOC returned Executive Agency for CSA Bilateral Staff Talks to HQDA in 2004. To maintain close ties, Training and Doctrine Conferences with Germany and Republic of Korea were established in 2005. Training and Doctrine Conferences for France, Japan, and Singapore followed in 2007.)

**Geographic restrictions:** N/A**Executing forces:** civilian and other**Partner nation agencies:** defense**Organizations:** other**Funding authority:** 10 USC**Funding source:** National Funds**Appropriation:** OMA**Program:** CG, TRADOC approved partnership activity**Tasks:** conduct a multinational conference and provide/share information**Purpose:** coalition operations, research & development, interoperability, counter insurgency, intelligence, defense institution building**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, combined operations capacity, interoperability, standardization**Contact information:****Army command:** TRADOC**Directorate:** Army Capabilities Integration Center**Program office:** International Army Programs Directorate**Phone number:** DSN 501–5327, CML 757–501–5327**Web site:** <http://www.arcic.army.mil>

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**Table 5–47****U.S. Military Academy Foreign Academy Exchange Program**

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**Title:** U.S. Military Academy Foreign Academy Exchange Program

**Summary:** The Foreign Academy Exchange Program is the entry-level, cultural immersion experience for USMA cadets. Thirty participating nations host two USMA cadets in March, and then send two cadets back to USMA in April. Cadets visiting the U.S. attend classes at USMA, visit Washington, DC and New York City. GCCs contact USMA point of contact to request that a particular nation be invited to the Foreign Academy Exchange Program. Prior to contacting USMA, component must verify that the nation in their area of responsibility wishes to participate. USMA retains final decision authority.

**Geographic restrictions:** Based on restrictions as outlined in the Foreign Clearance Guide

**Executing forces:** general purpose, civilian, and other

**Partner nation agencies:** defense and other

**Organizations:** other

**Funding authority:** 10 USC

**Funding source:** National funds

**Appropriation:** OMA

**Management decision package:** USMA

**Program:** Foreign Academy Exchange Program

**Tasks:** provide education, conduct mil-to-mil activity, and other

**Purpose:** interoperability and defense institution building

**Security cooperation focus area:** operation capacity building and assurance/regional confidence building

**Contact information:**

**Army command:** USMA

**Directorate:** G–3

**Program office:** G–3 Security cooperation

**Phone number:** 845–938–4362

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**Table 5–48****U.S. Military Academy International Cadet Program**

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**Title:** U.S. Military Academy International Cadet Program

**Summary:** The USMA International Cadet Program is a 4-year cadetship for a foreign national to attend USMA. This program establishes ties with nations and forges one on one friendships at USMA. 10 USC 4344 limits the total number of 4-year international cadets to 60. USMA applies the same selection criteria to international cadets as it does for US cadets, however, it will usually select candidates from priority nations over candidates from non-priority nations. The program is funded in whole by the nations who send cadets unless the SECDEF waives the tuition.

**Geographic restrictions:** As determined by the Under Secretary of Defense for Policy

**Organizations:** other

**Funding authority:** 10 USC

**Tasks:** provide training, provide education

**Purpose:** interoperability and defense institution building

**Security cooperation focus area:** operational capacity building, assurance/regional confidence building

**Contact information:**

**Army command:** USMA

**Directorate:** Directorate of Admissions

**Program office:** International Admissions

**Phone number:** 845–938–5726

**Web site:** [http://admissions.usma.edu/pros\\_cadets\\_inter.html](http://admissions.usma.edu/pros_cadets_inter.html)

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**Table 5–49****U.S. Military Academy International Programs**

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**Title:** U.S. Military Academy International Programs

**Summary:** The USMA Semester Abroad Program, Individual Advanced Development, and Cadet Troop Leader Training Programs. USMA's Study Abroad Programs allow approximately 700 cadets/year the opportunity to study and train in 58 countries. Opportunities range from military training with partner academics, athletic workshops, and academic programs that last from a few weeks to a full semester (with a civilian university or military academy). The full semester Semester Abroad Programs allow over 100 cadets to travel to 12 countries and 22 universities. The program motivates USMA cadets towards language and cultural studies which meet the intent of the Defense Language Transformation Roadmap.

**Geographic restrictions:** Based on restrictions as outlined in the Foreign Clearance Guide

**Executing forces:** other

**Partner nation agencies:** foreign affairs and defense

**Funding authority:** 10 USC

**Funding source:** National funds and reimbursable

**Tasks:** provide training, provide education, conduct mil-to-mil activity, other

**Purpose:** interoperability, defense institution building

**Security cooperation focus area:** operational capacity building, assurance/regional confidence building

**Contact information:**

**Army command:** USMA

**Directorate:** Office of the DEAN

**Program office:** International Intellectual Development Division

**Phone number:** 845–938–0210

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**Table 5–50****U.S. Army Corps of Engineers Interagency and International Services**

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**Title:** U.S. Army Corps of Engineers Interagency and International Services

**Summary:** Customers of the reimbursable U.S. Army Corps of Engineers Interagency and International Services program are U.S. Agencies, U.S. firms, foreign governments, and international organizations. Services include technical assistance and training, planning, engineering, facility design, construction, emergency management, environmental, water resources, real estate, research and development, contract management, and capacity development.

**Geographic restrictions:** N/A

**Executing forces:** civilian

**Partner nation agencies:** foreign affairs, defense, emergency services, other

**Organizations:** African Union, European Union, NATO, other

**Funding authority:** 22 USC, 33 USC, Sec 607 of the Foreign Assistance Act (22 USC 2357), 33 USC 2323a

**Funding source:** reimbursable

**Tasks:** provide training, conduct a multinational exercise, provide supplies, provide education, provide construction, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, exchange personnel, other

**Purpose:** : disaster relief, stabilization & reconstruction, research & development, interoperability, port security, humanitarian assistance, defense institution building

**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

**Contact information:**

**Army command:** U.S. Army Corps of Engineers

**Program office:** Interagency and International Services

**Phone number:** 202–761–0642

**Web site:** <http://usace.army.mil/CEMP/iis/Pages/home.aspx>

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**Table 5–51**  
**U.S. Army Schools of Other Nations Program**

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**Title:** U.S. Army Schools of Other Nations Program

**Summary:** The U.S. Army Schools of Other Nations program (SON) is a HQDA SC program conducted with the ASCCs and designed to increase U.S. Army presence in partner nations and influence their future military leaders through attendance at a foreign military staff or senior service college. Successful completion of a SON course grants automatic military education level credit to the U.S. participants. In accordance with 10 USC, TAs are responsible to administratively support SON participants.

**Geographic restrictions:** N/A

**Executing forces:** general purpose and special operating

**Partner nation agencies:** defense

**Funding authority:** 10 USC

**Funding source:** National funds in accordance with AR 350–1 and NSDD38

**Appropriation:** NDAA

**Management decision package:** TFAO-Strategic Leadership Training

**Program:** SON

**Tasks:** provide training, provide education, conduct mil-to-mil activity

**Purpose:** interoperability

**Security cooperation focus area:** human capacity/human capability development, operational access/global freedom of action

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army Management Office (Security Sector Reform Division)

**Phone number:** 703–692–8218/8146

**Web site:** <https://hrc.army.mil> (SON opportunities are announced by Human Resources Command messages)

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**Table 5–52****Western Hemisphere Institute for Security Cooperation**

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**Title:** Western Hemisphere Institute for Security Cooperation

**Summary:** WHINSEC is a DOD institute with the Secretary of the Army as the executive agent. WHINSEC provides professional education and training to military, law enforcement, and civilian personnel from countries in the Western Hemisphere. A subordinate component of Combined Arms Center and TRADOC, it supports the SC goals and strategies of U.S. Southern Command and U.S. Northern Command by offering 19 resident professional courses including the Army's Command and General Staff Officer Course (intermediate leadership education). Eight courses are taught by Mobile Training Teams in requesting countries. Training is conducted in Spanish. U.S. students are assigned as for all DOD schools, and international students attend through the same channels that bring all foreign students to DOD courses.

**Geographic restrictions:** N/A

**Executing forces:** general purpose

**Partner nation agencies:** defense and interior

**Organizations:** Major non-NATO ally

**Funding authority:** 10 USC 2166 and DODD 5111.12E

**Funding source:** national funds, reimbursable, grant

**Tasks:** provide training, provide education, conduct mil-to-mil activity, exchange personnel, other

**Purpose:** counter terrorism, disaster relief, stabilization & reconstruction, coalition operations, counter narcotics, interoperability, humanitarian assistance, counter insurgency, law enforcement, intelligence, defense institution building, peacekeeping

**Security cooperation focus area:** operational capacity building, human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization

**Contact information:**

**Army command:** TRADOC

**Directorate:** Security Assistance Training Field Activity

**Program office:** WHINSEC

**Phone number:** 706–545–1923

**Web site:** <https://www.benning.army.mil/tenant/whinsec>

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**Table 5–53**  
**WMD Nonproliferation Agreement Implementation**

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**Title:** WMD Nonproliferation Agreement Implementation

**Summary:** Program provides funding to ACOMs, ASCCs, and DRUs to cover Army implementation costs for the following international arms control and nonproliferation treaties: the Chemical Weapons Convention, Biological Weapons Convention, New Strategic Arms Reduction Treaty, U.S.-International Atomic Energy Agency Safeguards Agreements, and the Intermediate Nuclear Forces Treaty.

**Geographic restrictions:** N/A

**Executing forces:** civilian and other

**Partner nation agencies:** foreign affairs and defense

**Organizations:** United Nations and other

**Funding authority:** 10 USC

**Funding source:** national funds in accordance with AR 525–92

**Management decision package:** VCWT-chemical and biological treaties and VTSM-strategic arms control treaties

**Tasks:** provide/share information, other

**Purpose:** counter WMD

**Security cooperation focus area:** assurance/regional confidence building, international suasion & collaboration

**Contact information:**

**Army command:** HQDA

**Directorate:** DCS, G–3/5/7

**Program office:** Department of the Army management Office (Combatting WMD and Proliferation Policy Division)

**Phone number:** 703–545–0926

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## **Chapter 6**

### **Security Cooperation Assessment**

#### **6–1. AR 11–31 security cooperation assessment requirements**

AR 11–31 specifies assessment requirements with which all organizations must comply.

#### **6–2. Assessment process**

*a.* The methodology described in ADRP 5-0 can help in evaluating SC activities and objectives as part of the larger theater or functional efforts. Assessment is the continuous monitoring and evaluation of the current situation to determine the progress of an operation or activity. Assessment precedes and guides the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of efforts. More specifically, assessment helps the commander determine progress towards attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating the operational environment to determine what changes might affect the conduct of operations and activities. Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an activity. Broadly, assessment consists of, but is not limited to, the following three activities:

- (1) Monitoring the current situation for current information.
- (2) Evaluating progress towards achieving objectives.
- (3) Recommending and directing action for improvement.

*b.* The assessment process helps determine whether an objective is achievable or should be reconsidered. However, assessments are not easy. Single SC activities are rarely able to achieve an objective. More often, multiple activities executed over time are required for SC activities to make progress towards an objective. Also, causal relationships are often difficult to discern, making it difficult to determine the extent to which an SC activity influenced a partner country. For these reasons, it will usually be more practical to evaluate the performance of an SC activity by an Army organization rather than its effectiveness in achieving our objectives with a partner country.

### 6-3. Monitoring

A continuous observation of those conditions relevant to the current operation. Within the SC context, it provides focus to collect relevant information.

### 6-4. Evaluating

The staff analyzes relevant information collected through monitoring to evaluate the operation's progress. Evaluating is using criteria to judge progress toward desired conditions and determining why a current degree of progress exists. Evaluation helps commanders determine what is working, what is not working, and gain insights into how to better accomplish the mission.

*a. Measures of effectiveness and measures of performance.* Criteria in the form of MOE and MOP aid evaluation. MOE help determine if an activity is achieving its intended results. MOP help determine if an activity is completed properly. MOE and MOP require relevant information in the form of indicators for evaluation.

(1) *Measures of effectiveness.* An MOE is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. MOE help to answer the question "Are we doing the right things?" In general, SC MOE measure changes (positive or negative) in a quantifiable indicator associated with the target audience of an SC activity. In SC operations, MOE are challenging because it is difficult to discern causal effects of SC activities; and, if there are causal effects, they are generally long term. SC operations can be hampered by shortsighted MOE. Staff and commanders should make an effort to ensure that MOE can reasonably exclude other causal explanations so that they provide a legitimate measure of the effectiveness of SC efforts. Example SC MOE for each SC focus area are in table 6-1.

**Table 6-1**  
**Example of security cooperation measures of effectiveness for each guidance for employment of the forces focus area**

GEF SC focus areas	Measure of effectiveness
<ul style="list-style-type: none"><li>• Operational capacity and capability building</li><li>• Human Capacity/Human Capital Development</li><li>• Institutional Capacity/Security Sector Reform</li><li>• Support to Institutional Capacity/Civil-Sector Capacity Building</li></ul>	<ul style="list-style-type: none"><li>• Increased in units certified for a specific mission</li><li>• Increased number of training opportunities for desired skills</li><li>• Decreased reports of corruption</li><li>• Increased ability of local agencies to prepare for and respond to local crises.</li></ul>
<ul style="list-style-type: none"><li>• Combined operations capacity, interoperability, and standardization</li><li>• Operational access and global freedom of action</li></ul>	<ul style="list-style-type: none"><li>• Increased usage of Coalition forces in operations/exercises/other activities</li><li>• Reduced restrictions for access as identified in the Status of Forces Agreement</li></ul>
<ul style="list-style-type: none"><li>• Intelligence and information sharing</li><li>• Assurance and regional confidence building</li><li>• International armaments cooperation</li><li>• Internal suasion and collaboration</li></ul>	<ul style="list-style-type: none"><li>• Increased shared intelligence reports</li><li>• Increased maneuver notifications</li><li>• Increased acquisition of foreign technologies and cost-sharing</li><li>• Increased positive media reporting of SC events</li></ul>

(2) *Measures of performance* An MOP is a criterion used to assess friendly actions that is tied to measuring task accomplishment. MOP help answer questions such as "Was the action taken?" or "Were the tasks completed to standard?" A MOP confirms or denies that a task has been properly performed. MOP help to answer the question "Are we doing things right?" MOP focus on the friendly force. In general, evaluating task accomplishment using MOP is relatively straight forward and often results in a yes or no answer. Example SC MOP for each SC focus area are in table 6-2 in this publication.

**Table 6-2**  
**Example of security cooperation measures of performance for each guidance for employment of the forces focus area**

GEF SC focus areas	Measure of performance
<ul style="list-style-type: none"><li>• Operational capacity and capability building</li><li>• Human Capacity/Human Capital Development</li><li>• Institutional Capacity/Security Sector Reform</li><li>• Support to Institutional Capacity/Civil-Sector Capacity Building</li><li>• Combined operations capacity, interoperability, and standardization</li><li>• Operational access and global freedom of action</li></ul>	<ul style="list-style-type: none"><li>• Training event conducted?</li><li>• Education course conducted?</li><li>• Advisor embedded in partner country General Staff?</li><li>• Crisis management tabletop exercise conducted?</li><li>• NATO Standard Agreement adopted?</li></ul>
<ul style="list-style-type: none"><li>• Intelligence and information sharing</li></ul>	<ul style="list-style-type: none"><li>• Reduced restrictions for access as identified in the Status of Forces Agreement</li><li>• Status of Forces Agreement signed?</li><li>• Coalition network provided?</li></ul>
<ul style="list-style-type: none"><li>• Assurance and regional confidence building</li><li>• International armaments cooperation</li><li>• International suasion and collaboration</li></ul>	<ul style="list-style-type: none"><li>• Hot-line communications in service?</li><li>• Armaments coordination agreement conducted?</li><li>• Major annual regional security conference conducted?</li></ul>

(3) *Indicators.* Indicators are items of information that provide insight into a measure of effectiveness or measure of performance. Indicators take the form of reports, surveys and polls, and information requirements. Indicators help to answer the question “What is the current status of this MOE or MOP?” A single indicator can inform multiple MOP and MOE. Example SC indicators for each SC focus area are in table 6–3 in this publication.

**Table 6–3**  
**Example of security cooperation indicators for each guidance for the employment of the forces focus area**

GEF SC focus areas	Indicator
<ul style="list-style-type: none"> <li>• Operational capacity and capability building</li> <li>• Human Capacity/Human Capital Development</li> <li>• Institutional Capacity/Security Sector Reform</li> <li>• Support to Institutional Capacity/Civil-Sector Capacity Building</li> </ul>	<ul style="list-style-type: none"> <li>• Number of personnel trained</li> <li>• Number of personnel educated</li> <li>• Number of noncommissioned officers</li> <li>• Number of agencies involved in crisis management training exercises</li> </ul>
<ul style="list-style-type: none"> <li>• Combined operations capacity, interoperability, and standardization</li> <li>• Operational access and global freedom of action</li> <li>• Intelligence and information sharing</li> <li>• Assurance and regional confidence building</li> <li>• International armaments cooperation</li> <li>• International suasion and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants multinational exercises</li> <li>• Number of in-country events</li> <li>• Number of reports exchanged</li> <li>• Number of exchange personnel</li> <li>• Number of international armaments agreements</li> <li>• Number of regional security participants</li> </ul>

*b. Additional evaluation criteria.* In addition to MOE and MOP, the effectiveness of SC activities might be limited by resource, legal restrictions, authorities, and policies.

#### **6–5. Tools for evaluation security cooperation activities**

TSCMIS and ARGOS have the capability to capture the evaluation of each SC activity. The activity manager for a SC activity must be certain to complete the “Evaluation” tab in a timely manner in accordance with applicable business rules following the conclusion of an activity. Supervisors should ensure the evaluation is entered and is of value. The TSCMIS and ARGOS systems personnel can support this effort using the quality control capability within the systems. An example of a typical worksheet in the “Evaluation” tab of TSCMIS/ARGOS is depicted in figure 6–1.

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**View ARGOS [U] Event Evaluation**  
 Event: GHA-0338 FAMILY SUPPORT FAM  
 From: 23 Jul 11 To: 28 Jul 11  
 Evaluator:  Evaluation Date: 28 Jul 2011 12:57 PM

	Good Success	Some Success	Little/No Success	Insufficient Knowledge
1. How would you rate the execution of the event?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. How successful was the event in support of the engagement objective(s)?				
<span style="color: blue;">Ghana</span> <span style="color: red;">GHA OBJ 1A</span> (U) Operational Capacity / Capability Building	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<span style="color: blue;">National Guard State Partnership Program</span> <span style="color: red;">NG SSP OBJ 1.2</span> (U) Build capacity to plan and prepare for natural and man-made disasters, including attacks. <span style="color: red;">NG SPP OBJ 2.2</span> (U) Build capacity to respond to sustain transnational threats...	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Increased	Maintained	Decreased	Insufficient Knowledge
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Should the scope or frequency of the event be increased, decreased, or maintained at the current level?

4. Comments:

UNCLASSIFIED

Figure 6–1. TSCMIS/ARGOS security cooperation Activity Evaluation Tool

a. *Standard questions.* The questions found in most TSCMIS systems and ARGOS provide the SC activity manager with the ability to conduct a basic evaluation of each activity. Those questions include the following:

- (1) How would you rate the execution of the event?
- (2) How successful was the event in support of the engagement objectives?
- (3) Should the scope or frequency of the event be increased, decreased, or maintained at the current level?

b. *Comments.* The free text comments box provides the capability to expand on the evaluation of an SC activity by providing additional detail. The SC activity manager should consider the following five questions in developing comments:

(1) *Measures of performance.* Were things done right? Address such quantitative metrics such as number of meetings conducted, MOU signed, or officer selected for attendance at U.S. Army professional military education, costs (within budget?), and time (meeting the established timelines for the activity?)

(2) *Measures of effectiveness.* Are we doing the right activity for the stated objective? Address such qualitative issues as the kind of relationship an observer might see after completion of the activity, the degree to which a U.S.-trained officer is used by the partner country, and improvements in the capabilities of a partner country military unit.

(3) *Resources.* Were there any resource shortfalls that impacted the activity? Identify resources not provided and the impact that shortfall had for the accomplishment of the activity.

(4) *Authorities.* Did you encounter any barriers to mission execution deriving from authorities, policies, and necessary permissions? For example, were necessary foreign disclosures authorities in place or obtained in advance in order to fully realize program execution goals and objectives? Identify the issue and impact.

(5) *Risks.* If there were issues with resources or authorities, did any risks emerge post-activity? Was the activity truncated or cancelled? If so, what are the expected risks? Identify probability, timing, or severity of such risk.

(6) *Attachments.* Additionally, the ability to attach a document such as an after action report or similar report to the event record can be accomplished by sending it to the ARGOS support team e-mail ARGOS.HQDADCSG-3/5/7@HQDA-S.Army.smil.mil. The support team will then attach the document to the event record.

c. *System.* A TSCMIS-type system for managing country objectives is not currently standardized across DOD,



though at this writing, an interim solution is being fielded across DOD that will provide a basic level of cross-organizational compatibility. Consequently, several COCOMs have established their own system for managing evaluations of their SC objectives. ASCCs should adopt and support those processes specific to their respective COCOMs. Where such systems and processes are not yet in place, ASCCs should establish their own means for managing evaluations of their SC objectives employing the same general methodology described above. Such means should account for the need to manage and evaluate ASCC lines of activity and tasks that support each COCOM SC objective.

#### **6–6. Recommending or directing action**

Monitoring and evaluating are critical activities. However, assessment is incomplete without recommending or directing action or inaction. Assessment may diagnose problems, but unless it results in recommending adjustments or at least makes the commander aware of potential problems, its use to the commander is limited.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

##### **AR 11–31**

Army Security Cooperation Policy (Cited in para 1–1, 1–4, 2–9*d*(1), 3–1, 3–3*a*, 3–3*b*, 3–3*d*, 4–1, 5–1, 6–1.)

#### **Section II**

##### **Related Publications**

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

##### **AR 12–1**

Security Assistance, Training, and Export Policy

##### **AR 12–7**

Security Assistance Teams

##### **AR 12–15**

Joint Security Cooperation Education and Training

##### **AR 25–30**

The Army Publishing Program

##### **AR 34–1**

Multinational Force Capability

##### **AR 70–41**

International Cooperative Research, Development, and Acquisition

##### **AR 145–1**

Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training

##### **AR 350–1**

Army Training and Leader Development

##### **AR 350–9**

Overseas Deployment Training

##### **AR 380–10**

Foreign Disclosure and Contacts with Foreign Representatives

##### **AR 525–29**

Army Force Generation

##### **AR 525–92**

Army Arms Control Implementation Policy

##### **AR 614–10**

Army Military Personnel Exchange Program with Military Services of Other Nations

##### **AR 870–5**

Military History: Responsibilities, Policies and Procedures

##### **ADP 5–0**

The Operations Process

**ADRP 5-0**

The Operations Process

**CJCSI 2700.01E**

International Military Agreements for Rationalization, Standardization, and Interoperability Between The U.S., It's Allies, and Other Friendly Nations

**DOD 5105.38-M**

Security Assistance Management Manual

**DODD 1215.15**

Reserve Officers Foreign Exchange Program

**DODD 5111.12E**

Western Hemisphere Institute for Security Cooperation

**DODD 5230.11**

Disclosure of Classified Military Information to Foreign Governments and International Organizations

**DODD 5230.20**

Visits and Assignments of Foreign Nationals

**JP 3-22**

Foreign Internal Defense

**PL 106-429**

Foreign Operations Appropriations Act

**PL 110-293**

U.S. Global Leadership Against HIV/AIDS, Tuberculosis, and Malaria Reauthorization Act of 2008

**10 USC**

Armed Forces

**10 USC 127d**

Allied forces participating in combined operations: authority to provide logistical support, supplies, and services

**10 USC 166a(b)**

Combatant commands: funding through the Chairman of Joint Chiefs of Staff

**10 USC 168**

Military-to-military contacts and comparable activities

**10 USC 182**

Center for Excellence in Disaster Management and Humanitarian Assistance

**10 USC 184**

Regional Centers for Security Studies

**10 USC 401**

Humanitarian and civic assistance provided in conjunction with military operations

**10 USC 402**

Transportation of humanitarian relief supplies to foreign countries

**10 USC 404**

Foreign disaster assistance

**10 USC 1050**

Latin American cooperation: payment of personnel expenses

**10 USC 1050a**

African cooperation: payment of personnel expenses

**10 USC 1051**

Multilateral, bilateral, or regional cooperation programs: assignments to improve education and training in information security

**10 USC 1082**

Contracts for health care: advisory committees

**10 USC 2010**

Participation of developing countries in combined exercises: payment of incremental expenses

**10 USC 2011**

Special operations forces: training with friendly foreign forces

**10 USC 2166**

Western Hemisphere Institute for Security Cooperation

**10 USC 2249c**

Regional Defense Combating Terrorism Fellowship Program: authority to use appropriated funds for costs associated with education and training of foreign officials

**10 USC 2249d**

Distribution to certain foreign personnel of education and training materials and information technology to enhance military interoperability with the armed forces

**10 USC 2341 et seq.**

Cooperative Agreements with NATO Allies and Other Countries

**10 USC 2350a**

Cooperative research and development agreements: NATO organizations; allied and friendly foreign countries

**10 USC 2557**

Excess nonlethal supplies: availability for humanitarian relief, domestic emergency assistance, and homeless veterans assistance

**10 USC 2561**

Humanitarian assistance

**10 USC 2608**

Acceptance of contributions for defense programs, projects, and activities: Defense Cooperation Account

**10 USC 2804**

Contingency construction

**10 USC 4344**

Selection of persons from foreign countries

**22 USC 2357**

Furnishing of services and commodities

**22 USC 2311**

General authority

**22 USC 2318**

Special authority

**22 USC 2321j**

Authority to transfer excess defense articles

**22 USC 2347**

General authority

**22 USC 2348**

General authorization

**22 USC 2357**

Furnishing of services and commodities

**33 USC 2323a**

Interagency and international support authority

**22 USC 2761**

Sales from stocks

**22 USC 2767**

Authority of President to enter into cooperative projects with friendly foreign countries

**22 USC 2762**

Procurement for cash sales

**22 USC 2769**

Foreign military construction sales

**31 USC 1341**

Limitations on expending and obligating amounts

**32 USC**

National Guard

**33 USC 2323a**

Interagency and international support authority

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Unless otherwise indicated, DA forms are available on the APD Web site <http://www.apd.army.mil>.

**DA Form 2028**

Recommended Changes to the Publications and Blank Forms

**Appendix B**

**Contacts**

See example of security cooperation contacts.

**Table B-1**  
**Contacts**

Organization	Phone	Email/Web site
<b>Headquarters, Department of the Army (HQDA)</b>		
<b>Office of the Secretary of the Army, Deputy Assistant Secretary of the Army for Defense Exports and Cooperation</b> <a href="https://www.alt.army.mil/portal/page/portal/oasaalt/SAAL-ZN">https://www.alt.army.mil/portal/page/portal/oasaalt/SAAL-ZN</a>		
Strategy and Plans Division	COM: 703-545-0827	
Armaments Cooperation Division	COM: 703-5454-0713	
FMS Policy and Resources Division	COM: 703-545-4693	
Security Cooperation Integration and Exports	COM: 703-545-4777	
<b>Office of the Deputy Chief of Staff G-3/5/7, Director of Plans, Policy and Strategy</b> <a href="https://g357.army.pentagon.mil/default.aspx">https://g357.army.pentagon.mil/default.aspx</a>		
International Affairs Division (SSR)	COM: 703-692-6844	
Europe/Eurasia/NATO Branch	COM: 703-695-7117	
Asia-Pacific Branch	COM: 703-695-7117	
Western Hemisphere Branch	COM: 703-614-8414	
Mid-East/South Asia Branch	COM: 703-614-0239	
Africa Branch	COM: 703-614-9587	
Multinational Strategy and Programs Division (SSI)	COM: 703-692-7327	<a href="https://g357.army.pentagon.mil/SS/SSI/default.aspx">https://g357.army.pentagon.mil/SS/SSI/default.aspx</a>
NATO/ABCA Programs Branch	COM: 703-693-1989	<a href="https://g357.army.pentagon.mil/SS/SSI/ABCA/default.asp">https://g357.army.pentagon.mil/SS/SSI/ABCA/default.asp</a>
Strategy and Plans Branch-Army Campaign Support Plan	COM: 703-692-7807	<a href="https://g357.army.pentagon.mil/SS/SSI/ACSPTT/default.aspx">https://g357.army.pentagon.mil/SS/SSI/ACSPTT/default.aspx</a>
Evaluations and Assessments Branch (AR-GOS)	COM: 703-614-7437	<a href="https://g357.army.pentagon.mil/SS/SSI/Evaluations/default.aspx">https://g357.army.pentagon.mil/SS/SSI/Evaluations/default.aspx</a>
Resource Integration and Management Branch	COM: 703-692-7796	
Stability Operations Division	COM: 703-692-8781	
Senior Leader Engagement Division (SSE)	COM: 703-697-3874	
<b>Army service component commands</b>		
<b>U.S. Army Africa (USARAF)</b>		<a href="https://www.usaraf.army.mil/">https://www.usaraf.army.mil/</a>
USARAF G-3	DSN: 314-634-6453	
USARAF G-5	DSN: 314-634-8312	
<b>U.S. Army Central (USARCENT)</b>		<a href="http://www.arcent.army.mil/">http://www.arcent.army.mil/</a>
ARCENT G-5/SCD	COM: 803-895-7266	
<b>U.S. Army Europe (USAREUR)</b>		<a href="http://www.usarmygermany.com/">http://www.usarmygermany.com/</a>
USAREUR G-3 (IOD)	DSN: 314-370-6720	
USAREUR G-3 (Plans)	DSN: 314-370-3715	
USAREUR SCD	DSN: 314-370-7990	
USAREUR G-3 (Exercises)	DSN: 314-370-3149	
<b>U.S. Army North (ARNORTH)</b>		<a href="http://www.arnorth.army.mil/">http://www.arnorth.army.mil/</a>
ARNORTH SCD	COM: 210-221-0528	ARNORTHG3-5-7SECCOOP@ conus.army.mil
<b>U.S. Army Pacific (USARPAC)</b>		<a href="http://www.army.mil/usarpac/">http://www.army.mil/usarpac/</a>
USARPAC SCD	COM: 808-438-0848	
USARPAC G-35	COM: 808-438-7680	
USARPAC G-37	COM: 808-438-3700	

**Table B-1**  
**Contacts—Continued**

<b>U.S. Army South (ARSOUTH)</b>		<a href="http://usarso.army.mil/">http://usarso.army.mil/</a>
ARSOUTH G-3	COM: 210-295-6355	
ARSOUTH SCD	COM: 210-295-6841	
<b>U.S. Army Special Operations Command (USARSOC)</b>		<a href="http://www.socom.mil/SOCOMHome/Pages/usasoc.aspx">http://www.socom.mil/SOCOMHome/Pages/usasoc.aspx</a>
USARSOC G-35	DSN: 239-6951	
USARSOC G-3	COM: 910-432-6880	
<b>U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT)</b>		<a href="http://www.army.mil/smdc">http://www.army.mil/smdc</a>
G-38 SPID	COM: 256-955-9687 DSN: 645-9687	
<b>Army Commands</b>		
<b>U.S. Army Forces Command</b>		<a href="http://www.forscom.army.mil/">http://www.forscom.army.mil/</a>
162nd Infantry Brigade (Advisor Training)	COM: 337-653-3120	<a href="http://www.jrtc-polk.army.mil">http://www.jrtc-polk.army.mil</a>
FORSCOM G-3 Training Division, Combat Training Center Branch	COM: 910-570-6311 DSN: 670-6311	
FORSCOM G-3/5 Plans	COM: 910-570-5533 DSN: 670-5533	
<b>U.S. Army Reserve (USAR)</b>		<a href="http://www.usar.army.mil">http://www.usar.army.mil</a>
Security Cooperation Branch	COM: 703-601-3463/703-602-3045 DSN: 329-3463	
Military Engagement Teams	COM: 703-695-4990	
<b>U.S. Army Training and Doctrine Command (TRADOC)</b>		<a href="http://www.tradoc.army.mil/">http://www.tradoc.army.mil/</a>
International Army Programs Directorate	COM: 757-788-3370	
Africa and Europe	COM: 757-788-2463	
Central and Israel	COM: 757-788-3493	
Pacific	COM: 757-788-3453	
North and South	COM: 757-788-2251	
Peacekeeping and Stability Operations Institute	COM: 717-245-4479	<a href="https://pksoi.army.mil/">https://pksoi.army.mil/</a>
Command and General Staff College	COM: 913-684-3915	
Mission Command Center of Excellence	COM: 913-684-8594	<a href="http://usacac.army.mil/cac2/MCCOE/">http://usacac.army.mil/cac2/MCCOE/</a>
Irregular Warfare Fusion Cell (IWFC)	COM: 913-684-5241	
Security Force Assistance (SFA) Proponent	COM: 913-684-5184	<a href="mailto:sfa@conus.army.mil">sfa@conus.army.mil</a>
Combined Arms Center/CADD	COM: 913-684-4568	
Counterinsurgency (COIN) Center	COM: 913-684-5196	<a href="mailto:coin@conus.army.mil">coin@conus.army.mil</a> , <a href="http://usacac.army.mil/cac2/coin/">http://usacac.army.mil/cac2/coin/</a>
Security Assistance Training Field Activity (SATFA)	COM: 757-788-4431	<a href="http://www.tradoc.army.mil/g357/satfa/index.htm">http://www.tradoc.army.mil/g357/satfa/index.htm</a>
<b>U.S. Army Materiel Command (AMC)</b>		<a href="http://www.army.mil/amc/">http://www.army.mil/amc/</a>
AMC HQ SCD	COM: 703-806-9203	
U.S. Army Security Assistance Command (USASAC)	COM: 256-450-5637	<a href="http://www.usasac.army.mil">http://www.usasac.army.mil</a> ; USASAC-G3@conus.army.mil
Security Assistance Training Management Organization (SATMO)	COM: 910-432-1599	<a href="http://www-tradoc.army.mil/g357/satfa/Satmo.htm">http://www-tradoc.army.mil/g357/satfa/Satmo.htm</a>
Research, Development, and Engineering Command (RDECOM)	COM: 410-436-3924	

**Table B-1**  
**Contacts—Continued**

**Direct Reporting Units**

<b>U.S. Army Corps of Engineers</b>		<a href="http://www.usace.army.mil/">http://www.usace.army.mil/</a>
International Services	COM: 202-761-0642	
<b>U.S. Army Medical Command</b>		<a href="http://www.armymedicine.army.mil/">http://www.armymedicine.army.mil/</a>
MEDCOM International Programs	COM: 703-681-8191	<a href="http://www.armymedicine.army.mil/hc/ip/intl_prgms.htm">http://www.armymedicine.army.mil/hc/ip/intl_prgms.htm</a> ; <a href="mailto:InternationalPrograms@otsg.amedd.army.mil">InternationalPrograms@otsg.amedd.army.mil</a>
Office of the Surgeon General OPS Center	COM: 703-681-8052	
<b>U.S. Army National Guard</b>		<a href="http://www.arng.army.mil/">http://www.arng.army.mil/</a>
ARNG Operations Division (OD)	COM: 703-607-7378	
ARNG Security Cooperation Branch (ODO-Y)	COM: 703-607-9305	
<b>National Guard Bureau</b>		
NGB J53, International Affairs	COM: 703-607-2803	
<b>U.S. Army Reserve (USAR)</b>		<a href="http://www.usar.army.mil/">http://www.usar.army.mil/</a>
Security Cooperation Branch	COM: 703-601-3463/703-602-3045; DSN 329-3463	
Military Engagement Teams	COM: 703-695-4990	
<b>U.S. Military Academy (USMA)</b>		<a href="http://www.usma.edu">http://www.usma.edu</a>
G3 Security Cooperation Branch	COM: 703-601-3463/703-602-3045; DSN 329-3463	
<b>U.S. Army Intelligence and Security Command (INSCOM)</b>		<a href="http://www.inscom.army.mil/default.aspx?text=off&amp;size=12pt">http://www.inscom.army.mil/default.aspx?text=off&amp;size=12pt</a>
INSCOM G-3 Plans	COM: 703-706-1066; ALT: 703-706-2372/1854	
<b>Other Service Organizations</b>		
<b>U.S. Marine Corps (USMC)</b>		
Center for Advanced Operational Culture and Language	COM: 703-432-1504	<a href="http://www.tecom.usmc.mil/caocl">http://www.tecom.usmc.mil/caocl</a>
HQs Marine Corps, Plans, Policy, and Operations, International Affairs Branch/ Security Cooperation	COM: 703-692-4341	<a href="http://www.usmc.mil/unit/hqmc/planspolicies/PL/PLU/Pages/default.aspx">http://www.usmc.mil/unit/hqmc/planspolicies/PL/PLU/Pages/default.aspx</a>
Marine Corps Systems Command International Programs Directorate	COM: 703-432-8946	<a href="https://www.marcorsyscom.usmc.mil/syscomorg/default.aspx?PG=16">https://www.marcorsyscom.usmc.mil/syscomorg/default.aspx?PG=16</a>
Marine Corps Training and Advisory Group (MCTAG)		<a href="http://www.marines.mil/unit/mctag/pages/welcome.aspx">http://www.marines.mil/unit/mctag/pages/welcome.aspx</a>
Security Cooperation Education and Training Center	COM: 888-279-1880	<a href="http://ehqmc.usmc.mil/org/meede/TECOM/directorates/SCETC">http://ehqmc.usmc.mil/org/meede/TECOM/directorates/SCETC</a>
<b>U.S. Air Force (USAF)</b>		
Deputy Under Secretary of the Air Force for International Affairs, USAF Policy	COM: 571-256-7477	<a href="mailto:saf/iags.workflow@pentagon.af.mil">saf/iags.workflow@pentagon.af.mil</a>
USAF LeMay Doctrine and Education Center	COM: 334-953-7371; DSN: 493-7371	<a href="http://www.cadre.maxwell.af.mil/main.htm">http://www.cadre.maxwell.af.mil/main.htm</a>
Air Force Security Assistance Training Squadron	COM: 210-652-4845; DSN: 487-4845	<a href="mailto:AFSAT.XF@randolph.af.mil">AFSAT.XF@randolph.af.mil</a>
<b>U.S. Navy (USN)</b>		
Navy International Programs Office, Policy	COM: 703-601-9700	<a href="http://www.nipo.navy.mil">http://www.nipo.navy.mil</a>
Naval Education and Training Security Assistance Field Activity (NETSAFA), Management	COM: 850-554-5312	<a href="https://www.netsafa.navy.mil">https://www.netsafa.navy.mil</a>



**Table B-1**  
**Contacts—Continued**

Maritime Civil Affairs and Security Training Command		<a href="http://mcast.navy.mil">http://mcast.navy.mil</a>
Navy Small Craft Instruction and Technical Training School	COM: 228-813-4050	<a href="http://www.navsoc.socom.mil/NAVSCIATTS/welcome.htm">http://www.navsoc.socom.mil/NAVSCIATTS/welcome.htm</a>
<b>Other Department of Defense Organizations</b>		
<b>Joint Center for International Security Force Assistance</b>	COM: 913-693-3631	<a href="https://jcsifa.jcs.mil/Public/Index.aspx">https://jcsifa.jcs.mil/Public/Index.aspx</a>
<b>Defense Security Cooperation Agency (DSCA)</b> <a href="http://www.dsca.osd.mil/">http://www.dsca.osd.mil/</a>		
Strategy Directorate	COM: 703-601-3842	
Plans Division	COM: 703-601-3705	
Policy Division	COM: 703-604-6612	
Comptroller, Business Operations Directorate	COM: 703-601-3725	
Country Financial Management, Business Operations Directorate	COM: 703-604-6568	
Building Partnership Capacity, Programs Directorate	COM: 703-601-3719	
SOUTCOM/CENTCOM BPC, Operations Directorate	COM: 703-604-0243	
EUCOM/AFRICOM BPC, Programs Directorate	COM: 703-604-6513	
PACOM/SOUTHCAM BPC, Programs Directorate	COM: 703-601-3676	
NORTHCOM/EUM-SCIP BPC, Programs Directorate	COM: 703-601-3720	
Defense Institute of Security Assistance Management	COM: 937-255-5850	<a href="http://www.disam.dsca.mil/">http://www.disam.dsca.mil/</a>
<b>Defense Acquisition University</b>	COM: 913-693-3631	<a href="http://www.dau.mil/default.aspx">http://www.dau.mil/default.aspx</a>
<b>Center for Civil-Military Relations</b>		<a href="http://www.ccmr.org/public/home.cfm">http://www.ccmr.org/public/home.cfm</a>
<b>Partnership Policy and Strategy (PSO), OUS.D (Policy)-SO/LICandIC</b>	COM: 703-697-2439	<a href="http://policy.defense.gov/solic/">http://policy.defense.gov/solic/</a>

## Appendix C

### Legal Restrictions and Authorities

#### C-1. Legal restrictions

*a. 31 USC 1341, Anti-Deficiency Act.* The ADA prohibits the Federal Government from entering into a contract that is not "fully funded," because doing so would obligate the government in the absence of an appropriation adequate to the needs of the contract. Expenditures must be reasonably related to the purpose for which the appropriation was made. Second, the expenditure must not be prohibited by law. Third, the expenditure must not fall specifically within the scope of some other category of appropriation. Fourth, if two appropriations permit the expenditure either may be used, but not in combination or interchangeably. Anti-Deficiency Act violations are reportable to Congress and carry civil and criminal penalties. For more information on this subject, refer to JP 3-22 or consult with a staff judge advocate

*b. Public Law 106-429 (2001 Foreign Operations Appropriations Act) Section 563 (Leahy Law).* The Leahy Law, also referred to as the Leahy Amendment or Leahy Provision, prohibits the USG from providing funds to the security forces of a foreign country if the DOS has credible evidence that the foreign country or its agents have committed gross violations of human rights, unless the Secretary of State determines and reports that the government of such country is taking effective measures to bring the responsible members of the security forces to justice.

## C-2. Authorities

SC planners must ensure that activities are conducted and associated funding is used in a manner consistent with the relevant legal authorities. The Army derives its authority to conduct SC primarily from various Titles of the USC.

a. 10 USC governs the U.S. Armed Forces. SC programs executed under this authority primarily consist of military-to-military contacts and other activities intended to build relationships and satisfy the Army's 10 USC responsibilities

b. 22 USC governs foreign policy. A number of SA programs are authorized by this title; they are supervised and directed by the DOS. SA programs executed by the DOD are considered a subset of SC.

c. 32 USC governs the Army National Guard.

d. Other sections of USC can also apply. Army SC is considered the sum of the individual programs governed by these codes.

e. Funding for SC activities may be provided from the DOD budget (either as Operations and Maintenance funding for the Army or COCOM or in a special appropriation like "Section 1206" funding or the Afghan Security Forces Fund), the State Department budget (primarily in the International Security Assistance account through foreign military financing or International Military Education and Training funds), or by the partner country (through the FMS process). Each type of funds has distinct statutory requirements for its use, and commanders and SC planners must take care to obey the law and use these funds only as intended. Select SC authorities are described below.

## C-3. 10 United States Code security authorities

a. *10 USC 184*. Authorizes specific forums for bilateral and multilateral research for military and civilian participants. Foreign participation may be paid for by foreign governments, other USG agencies, domestic or foreign foundations or charitable organizations, or by DOD if the SECDEF finds it is in the national security interest of the U.S.. By law, there are five regional centers—

(1) George Marshall European Center for Security Studies, Germany.

(2) Asia-Pacific Center for Security Studies, Hawaii.

(3) Center for Hemispheric Defense Studies, Washington DC.

(4) Africa Center for Strategic Studies, Washington DC.

(5) Near East South Asia Center for Strategic Studies, Washington DC.

b. *10 USC 168*. Authorizes activities that encourage a democratic orientation of defense establishments and military forces of partner countries.

c. *10 USC 2804*. Authorizes military construction in the interest of national security. Annual funding caps as specified in the NDAA apply. Requires fourteen day advance notice to the Congress prior to execution.

d. *10 USC 1050*. Authorizes travel, subsistence, and special compensation of officers and students of Latin American partner countries and other expenses that the Secretary considers necessary for Latin American cooperation.

e. *10 USC 1050a*. Authorizes travel, subsistence, and special compensation of officers and students of African countries and other expenses that the Secretary considers necessary for African cooperation.

f. *10 USC 1051*. Authorizes conferences, seminars, or similar meetings generally conducted by CCDRs "in the national security interests of the U.S."

g. *10 USC 2010*. Authorizes the SECDEF, in coordination with DOS, to pay for incremental expenses by a developing country as a direct result of participation in combined exercises.

h. *10 USC 2011*. Authorizes SOF training of foreign forces if the primary purpose of exercise is to train our SOF in learning to train foreign forces.

i. *10 USC 2249c*. Authorizes the education and training of foreign military officers and civilians from defense and security ministries to enhance partners' capacity to combat terrorism.

j. *10 USC 166a(b)*. Authorizes the Chairman of the Joint Chiefs of Staff to provide funds to CCDRs for combined exercises up to \$10M annually for each foreign country participation, up to \$20M annually for equipment with a unit cost less than \$250K, up to \$5M annually in military education and training of foreign military and related defense civilians, and the personnel expenses of defense personnel for bilateral or regional cooperation programs.

k. *10 USC 2350a*. Authorizes the SECDEF to establish formal agreements with partner countries or organizations to conduct cooperative research and development projects on defense equipment and munitions. Such projects must contribute to the common conventional defense capabilities of the U.S. and the partner country or organization or the conventional defense capabilities of NATO and must involve cost-sharing among the participants.

l. *10 USC 401, 10 USC 402, 10 USC 404, 10 USC 2557, and 10 USC 2561*. 10 USC 401 authorizes the following expenditures in conjunction with military operations: (1) medical, surgical, dental, and veterinary care provided in areas of a country that are rural or underserved, including education, training, and technical assistance; (2) construction of rudimentary surface transportation systems; (3) well-drilling and construction of basic sanitation systems; and (3) rudimentary construction and repair of public facilities. As allocated/approved by the DSCA, the following authorities provide for reimbursement for unit operations and maintenance expenditures incurred pursuant to assistance provided under the following statutes: 10 USC 401(7), Humanitarian Demining Assistance; 10 USC 402, Transportation of

Humanitarian Relief Supplies to Foreign Countries (Denton Program); 10 USC 404, Foreign Disaster Assistance (for example, Tsunami, Pakistan earthquake); 10 USC 2557, and 10 USC 2561.

*m. 10 USC 127d.* Authorizes the SECDEF to provide logistic support, supplies, and services to Allied forces participating in a combined operation with the armed forces. Provision of such support, supplies, and services to the forces of an allied nation is limited to \$100M annually and may be made only with the concurrence of the Secretary of State.

*n. 10 USC 2166.* Authorizes education and training to eligible military, law enforcement, and civilian personnel of Western Hemisphere nations.

*o. 10 USC 2341–2350.* Authorizes logistics support, supplies, and services provided on a reciprocal basis with partner countries.

*p. Acquisition and Cross-Servicing Agreement-Enhanced (1202).* The original acquisition and cross-servicing agreement authority did not permit the exchange of weapons systems or major end items. The Enhanced Acquisition and Cross-Servicing Agreement (1202) fills this void by permitting loans of specific military equipment for personnel protection and survivability. Enhanced 1202 authority applies to countries participating with U.S. forces in combined operations in Iraq, Afghanistan or peacekeeping operation under the United Nations Charter or other international agreements.

*q. 10 USC 168, 10 USC 1051, and 10 USC 2010.* Authorizes support to the NATO's Partnership for Peace program.

*r. 10 USC 168.* Provides for humanitarian assistance, training, and exercising with foreign security forces in the Asia-Pacific region.

*s. 10 USC 182.* Authorizes education, training, and research in civil-military operations, particularly operations that require international disaster management and humanitarian assistance and operations that require coordination between DOD and other USG agencies.

*t. 10 USC 2249d.* Permits the SECDEF with concurrence of Secretary of State to distribute learning content electronically for the education and training of military and civilian personnel of a friendly foreign government in order to enhance capabilities for multinational operations, including joint exercises and coalition operations.

*u. NDAA Section 1013 and 1014.* Authorizes DOD to provide counter-narcotics assistance and training for foreign security forces.

*v. NDAA Section 1206.* Provides \$350M annually through FY2011 for training and equipping of foreign military forces to conduct counter-terrorism or support U.S. stability operations. Up to \$75M can be used to support stability operations per NDAA FY2010. Funding must be approved by CCDRs, Ambassadors, DSCA, DOS Pol-Mil Bureau, and House and Senate Armed Services Committees. All funds must be obligated by the end of the next FY in which the funds were authorized.

*w. NDAA Section 1207.* Authorizes up to \$100M annually through FY2010 to bring civilian expertise to stabilization missions.

*x. NDAA Section 1208* Authorizes up to \$40M annually through FY2013 (increase from \$35M to \$40M by NDAA FY2010) to permit SOF to pay and equip foreign forces or groups supporting the U.S. in combating terrorism.

*y. Commanders' Emergency Response Program (also called Enhanced Combatant Commander Initiative Fund).* Authorizes local commanders in Iraq and Afghanistan (and others by exception) to respond to urgent humanitarian relief and reconstruction requirements within their areas of responsibility by carrying out programs that will immediately assist the indigenous population. The program was initially funded using money seized during operations in Iraq, but Congress began appropriating funds specifically for Commander's Emergency Response Program with the passing of the NDAA FY 2006. Detailed instructions for using Commander's Emergency Response Program funds can be found in DOD Financial Management Regulation Volume 12, Chapter 27, January 2009.

*z. Post 9/11 Supplemental Wartime Authorization and Appropriation.* Every NDAA since 2001 has included supplemental authorizations. Temporary authorizations contained in NDAAs for FY 2002 through FY2013 combined with supplemental or base budget appropriations bills, have authorized and appropriated operations and maintenance funds to train, equip, and provide related assistance to military or security forces of Iraq, Afghanistan, Pakistan, and specific other nations to enhance their capability to combat terrorism and to support U.S. military operations. These authorities include provision of equipment, supplies, services, training, and funding. They are in addition to other authorities that provide assistance to foreign nations. Examples include the Iraq Security Forces Fund, the Afghanistan Security Forces Fund, the Pakistan Counter-Insurgency Capabilities Fund, and the Coalition Support Fund.

#### **C–4. 22 United States Code security authorities**

*a. 22 USC 2311.* Authorizes the President to furnish nonreimbursable grant military assistance to friendly foreign countries or international organizations for the purchase of defense articles or services.

*b. 22 USC 2761–22 USC 2762.* Authorizes government-to-government sales of military materials, supplies or equipment from DOD stocks or through new procurement.

*c. 22 USC 2769.* Authorizes design and construction services to any eligible foreign country or international organization if such country or international organization agrees to pay in U.S. dollars not less than the full cost to the USG of furnishing such services.

*d. 22 USC 2318.* Authorizes the President to provide USG-owned defense articles, services, and training (up to a specified threshold) to friendly foreign countries and international organizations at no cost during times of crisis.

*e. 22 USC 2321j.* Authorizes the President to transfer certain defense articles designated as excess to USG requirements to eligible countries on a grant basis.

*f. 22 USC 2347.* Authorizes the President to furnish military education and training on a reimbursable basis to military and civilian personnel of foreign countries. The education and training may be paid for with partner country funds or U.S. grant assistance.

*g. 22 USC 2348.* Authorizes assistance to friendly countries and international organizations, on such terms and conditions as the President may determine, for peacekeeping operations and other programs carried out in furtherance of the national security interests of the U.S.

*h. 22 USC 2348.* Authorizes training and equipment for 75,000 military troops for peacekeeping operations, focused on African Contingency Operations Training and Assistance.

*i. 22 USC 2656i.* Authorizes and appropriates \$315M through FY2010 for counternarcotics activities in South America.

## **C-5. Other authorities**

Public Law 110-293 authorizes activities to protect and prevent foreign nation armed forces from HIV/AIDS. Tuberculosis and malaria were added to the authorizing legislation in FY2008.

## **C-6. More information**

The Joint Center for International Security Force Assistance maintains a list of SC authorities and appropriations on SIPR network at <https://jcsfa.jcs.mil/Members/Portal/ViewInsight.aspx?insight=372>.

# **Appendix D Overseas Partners**

## **D-1. The country team**

The country team in each U.S. embassy consists of key figures from the DOS and other agencies that work under the direction of the ambassador and meet regularly to share information and coordinate their actions. This practice has been followed since May 29, 1961, when President Kennedy wrote to all U.S. chiefs of mission saying, "You are in charge of the entire United States Diplomatic Mission and I shall expect you to supervise all of its operations. The Mission includes not only the personnel of the DOS and the Foreign Service, but also the representatives of all other United States agencies which have programs or activities in (your country)." The chief of mission has the discretionary authority to organize the country team as they see fit. The defense attaché represents the DOD on the country team and serves as the advisor to the chief of mission on security and military matters. The defense attaché is a member of the Defense Attaché System under the management of the Defense Intelligence Agency. More information is available at <http://www.usdiplomacy.org/state/abroad/countryteam.php>.

## **D-2. United States Government**

*a. Office of the Coordinator for Reconstruction and Stabilization.* The office was established in 2004 by DOS to address long-standing concerns, both within Congress and the broader foreign policy community, over the perceived lack of the appropriate capabilities and processes to deal with transitions from conflict to stability. The purpose of the Office of the Coordinator for Reconstruction and Stabilization is to reduce instability and other conditions in host nations that could contribute to the development and sustainment of terrorists and their networks. It is tasked to develop initiatives that increase and synchronize the civilian capacity of the USG to provide the skill sets and resources for post-conflict situations and to stabilize and reconstruct societies in transition. More information is available at <http://www.state.gov/s/crs/>.

*b. Defense Security Cooperation Agency.* The Defense Security Cooperation Agency (DSCA) was established by Congress as the Defense Security Assistance Agency in 1971. The organization took on its current name in 1998. Its purpose is to transfer defense materiel, training and services to allies and partner countries; to provide financial and technical assistance to those partner countries; and to promote military-to-military contacts. DSCA manages individual country programs, including the development of letters of offer and acceptance, and the subsequent delivery of defense articles and services to partner countries. DSCA operates under the direction, authority, and control of the Under Secretary of Defense for Policy. More information is available at <http://www.dsca.mil/>.

*c. Foreign Emergency Support Team.* The team was established in 1986 by the DOS as the U.S. Government's interagency, on-call, short-notice team poised to respond to terrorist incidents worldwide. Led and trained by the DOS Operations Directorate of the Office of the Coordinator for Counterterrorism, its purpose is to provide round-the-clock advice and assistance to ambassadors and foreign governments facing crises. The team is comprised of seasoned experts from DOS, Federal Bureau of Investigation, DOD, Department of Energy, and the Intelligence Community.

Once on the scene, Foreign Emergency Support Team members help Ambassadors assess the emergency, provide advice on how best to respond, and assist in managing consequence operations. More information is available at <http://www.state.gov/s/ct/about/c16664.htm>.

*d. U.S. Agency for International Development.* Established in 1961 by President Kennedy, U.S. Agency for International Development is an independent Federal Government agency that receives overall foreign policy guidance from the Secretary of State. U.S. Agency for International Development pursues long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting economic growth; agriculture and trade; global health; and democracy, conflict prevention, and humanitarian assistance. As the agency responsible for disaster relief, U.S. Agency for International Development supports crisis prevention programs and provides emergency humanitarian assistance and food aid. U.S. Agency for International Development also helps nations emerging from natural disasters or internal conflicts address their special needs and return to the path of sustainable development. More information is available at <http://www.U.S. Agency for International Development.gov>.

### **D-3. Intergovernmental organizations**

An intergovernmental organization is an organization created by a formal agreement (for example, a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes or formed to protect and promote national interests shared by member states. Examples include the United Nations, the NATO, and the African Union.

*a. ABCA Program.* The program was established in 1947 between the Armies of the United States, Britain and Canada to capitalize on the close cooperation between the Allies during World War II. In 1963, Australia joined the organization, followed by New Zealand in March 2006. ABCA's purpose is to optimize interoperability in order to deliver success in coalition operations. Program guidance is provided by the ABCA Executive Council, made up of national representatives at the level of Vice Chief of Staff of the Army. That guidance is translated into interoperability objectives and the annual Program Plan of Tasks by the National Directors (the ABCA Board) made up of officers at the one-star level. The work of the organization is conducted by the multinational Program Office, based in Washington, DC, through capability groups, support groups, project teams, and information teams. More information is available at <http://www.abca-armies.org>.

*b. African Union.* The organization was established in 2002 as a successor to the Organisation of African Unity. Its purpose is to bring about political, social, and economic integration; develop common African positions on issues; achieve peace and security; and promote good governance through reform of governmental institutions and the respect for human rights. Current membership stands at 53 countries. It has developed several governing institutions to include the Pan African Parliament and the African Court on Human and Peoples' Rights. More information is available at <http://www.africa-union.org/>.

*c. Association of Southeast Asian Nations.* The association was established in 1967 by five southeastern nations. Its purpose is to promote economic growth, social progress, cultural development, and develop conflict resolution strategies among the Association of Southeast Asian Nations and other countries. Current membership includes Indonesia, Malaysia, the Philippines, Singapore, Thailand, Brunei Darussalam, Vietnam, Lao People's Democratic Republic, Myanmar, and Cambodia. In 2003, Association of Southeast Asian Nations identified three "pillars" to assist in achieving its goals—the Association of Southeast Asian Nations Security Community, the Association of Southeast Asian Nations Economic Community, and the Association of Southeast Asian Nations Socio-Cultural Community. More information is available at <http://www.aseansec.org/>.

*d. European Union.* The European Union began in 1957 as the six-nation European Economic Community, transforming in 1992 into the European Union under the Treaty of Maastricht. Its purpose is to enhance political, economic and social cooperation. The European Union currently consists of 27 European countries forming a political and economic partnership. Its three major bodies are the European Parliament (representing the people of Europe), the Council of European Union (representing the governments of Europe), and the European Commission (representing the shared interests of the European Union). Among other issues, the European Union is involved with free trade, borderless internal travel, a common currency, and joint action on crime and terrorism. The European Union makes use of an extensive shared database that enables police forces and judicial officials to exchange information and track suspected criminals and terrorists. More information is available at [http://europa.eu/index\\_en.htm](http://europa.eu/index_en.htm).

*e. International Criminal Police Organization.* The organization was established in 1923 as the International Criminal Police Commission and adopted its telegraphic address as its common name in 1956. Its purpose is to provide assistance to those people and organizations committed to combating crime on a global basis. International Criminal Police Organization does so by acting as a liaison between the police forces of multiple nations to coordinate their efforts and facilitate the effective flow of information between them. International Criminal Police Organization membership consists of 186 countries under the direction of a General Assembly, Executive Committee, General Secretariat, and National Central Bureaus. The General Secretariat is located in Lyon, France, and maintains an around-the-clock operations center staffed by representatives from the member countries. Each member country maintains a National Central Bureau, which serves as the point of contact for international police issues and the exchange of information. The U.S. National Central Bureau is located in the Department of Justice and is staffed jointly by representatives of numerous U.S. law enforcement agencies. More information is available at <http://www.interpol.int/>.

*f. International Monetary Fund.* The fund was established in 1944 by 29 countries to stabilize exchange rates and assist the reconstruction of the world's international payment system. Based in Washington, DC, the International Monetary Fund's purpose is to oversee the global financial system by taking part in the macroeconomic policies of its current 186 member countries, in particular those with an impact on exchange rate and the balance of payments. It describes itself as "an organization of 187 countries (as of July 2010), working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty." It encourages cooperation among its members to ensure the secure functioning of the complex international banking systems. The International Monetary Fund promotes stability of international currencies and exchange protocols. It also works to stimulate international job growth through economic development and, when necessary, assistance to countries with severe debt and other financial threats. More information is available at <http://www.imf.org/external/index.htm>.

*g. Organization of American States.* The organization was established in 1948 by the International Union of American Republics as the principal regional forum for discussing the major issues and concerns facing member states. Its purpose is to achieve an order of peace and justice between the member states, to promote their solidarity, to strengthen their collaboration, and to defend their sovereignty, territorial integrity, and independence. The Organization of American States' stated priorities are strengthening democracy, working for peace, defending human rights, fostering free trade, fighting the drugs trade, and promoting sustainable development. The Organization of American States has 35 member countries, 34 of which are active (Cuba's membership was suspended in 1962). Major policies and goals are outlined during the meeting of the General Assembly, which gathers annually at the foreign minister level. The Secretariat for Multidimensional Security is tasked with coordinating Organization of American States' actions against terrorism, illegal drugs, arms trafficking, antipersonnel mines, organized crime, gangs involved with criminal activity, WMD proliferation and other security threats. More information is available at <http://www.oas.org/>.

*h. Organization for Security and Cooperation in Europe.* The organization was founded in 1975 as the Conference on Security and Cooperation in Europe. The Conference on Security and Cooperation in Europe was transformed in 1995 into the Organization for Security Cooperation in Europe -- an ad hoc security organization under the United Nations Charter (Chap. VIII). The Organization for Security Cooperation in Europe's purpose is to address the politico-military, economic-environmental, and human dimensions of conflict. Efforts include activities in arms control, confidence and security building measures, human rights, minority group integration, democratization, policing strategies, economic-environmental initiatives, and counterterrorism. Organization for Security Cooperation in Europe is the world's largest regional security organization. The membership consists of 56 countries from Europe, Central Asia, and North America. Organization for Security Cooperation in Europe operates 19 missions or field operations in Southeastern Europe, Eastern Europe, the Caucasus Region, and Central Asia. More information is available at <http://www.osce.org/>.

*i. United Nations.* The United Nations was established in 1945 at the end of World War II to maintain international peace and security. Its purpose is to prevent and remove the threat to peace, and suppress acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace. The New York-based United Nations now consists of 191 countries. There are 30 organizations that make up the United Nations system and work to address peacekeeping, humanitarian and other goals of the organization. More information is available at <http://www.un.org/english/>.

*j. United Nations Department of Peacekeeping Operations.* The department was established in 1992 when Boutros Boutros-Ghali took office as Secretary-General of the United Nations. Its purpose is to assist countries torn by conflict in creating the conditions for lasting peace. In addition to maintaining peace and security, peacekeepers are increasingly charged with assisting in political processes; reforming judicial systems; training law enforcement and police forces; disarming and reintegrating former combatants; and supporting the return of internally displaced persons and refugees. There are currently more than 122,500 military, police and civilian personnel serving on 15 peacekeeping operations and one special political mission, all led by the United Nations Department of Peacekeeping Operations. In recent years, the United Nations Peacekeeping Operations has undertaken operations of greater complexity that entail government institutional reform; security sector reform; human rights monitoring; and disarmament, demobilization, and reintegration programs involving former combatants. More information is available at <http://www.un.org/Depts/dpko/dpko/>.

*k. United Nations Disaster Management Team.* The United Nations Disaster Management Team concept was established in 1972 by the United Nations to facilitate information exchange and discussion of initiatives designed to mitigate the impact of catastrophic events. Its purpose is to provide effective and timely humanitarian assistance to people in need, in a way that facilitates preparedness, response, mitigation and rehabilitation. The United Nations Disaster Management Teams enable quick response to needs at national, regional and district levels; installation of long-term recovery programs and future preparedness; and provision of the necessary advice, technical resources and supplies to manage the crisis. In coordination with the HN, the United Nations Disaster Management Team operates through a Resident Coordinator who is tasked with establishing such a United Nations Disaster Management Team in each country that has a history of disasters or national emergencies. More information is available at <http://www.un.org/in/undmt/home.htm>.

*l. United Nations Assistance Mission in Afghanistan.* The program was established in 2002 by the United Nations Security Council as the hub for international efforts to assist the recovery of Afghanistan and is responsible for the promotion of peace and stability in Afghanistan. Its purpose is to lead the international community efforts in conjunction with the Government of Afghanistan in rebuilding the country and strengthening the foundations of peace and constitutional democracy. The United Nations Assistance Mission in Afghanistan functions under the direction and with the support of the United Nations Department of Peacekeeping Operations. It is guided by The Afghanistan Compact, a five-year plan to rebuild the country developed during the London Conference on Afghanistan in 2006. The United Nations Assistance Mission in Afghanistan offers political advice and assists in institutional reform (government ministries, rule of law, security, economic and social development), while employing Afghans in United Nations positions, building capacity across the elements of national governance, working human rights initiatives, and managing reconstruction programs. More information is available at <http://www.unama-afg.org/>.

*m. United Nations Afghan New Beginnings Program.* The program was established in 2003 by the United Nations at the Tokyo Donor Conference to tackle problems caused by numerous illegal armed groups in Afghanistan. Its purpose is to assist the government of Afghanistan in the disbandment, demobilization and reintegration of the Afghan military forces, thereby creating conditions to raise an ethnically balanced and professional Afghanistan National Army. Among its efforts in Afghanistan, one of the most visible have been those involved with the disarmament, demobilization and reintegration of the Afghan military forces who operated under the direction of hundreds of war lords throughout the country. More information is available at <http://www.undpanbp.org/index.html>.

*n. United Nations Development Program.* The program was established in 1965 to work with nations on their own solutions to global and national development challenges. Its purpose is to provide expert advice, training, and grant support to developing countries, with increasing emphasis on assistance to the least developed countries. To accomplish the Millennium Development Goals and encourage global development, the United Nations Development Program focuses on poverty reduction, prevention of HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. The United Nations Development Program also encourages the protection of human rights and the empowerment of women in all of its programs. The United Nations Development Program emphasizes education and training, leadership skill development, institutional reform, accountability, and encouraging the inclusion of all stakeholders into the processes of governance. The United Nations Development Program is on the ground in 166 countries and has been in Afghanistan for more than 50 years. Since the Bonn Agreement of December 2001, the United Nations Development Program has provided Afghanistan some \$1.1 billion in aid. These funds have been spent on the elections for president and national assembly, disarmament, reconstruction, institutional reform, security sector reform (police), and rural development. More information is available at <http://www.undp.org/>.

*o. United Nations Mine Action Coordination Center of Afghanistan.* In 2002, the government of Afghanistan entrusted interim responsibility for mine action to the United Nations, via the United Nations Mine Action Coordination Center which is managed by the United Nations Mine Action Service. The Mine Action Coordination Center works closely with the Afghan Department of Mine Clearance to coordinate all mine action activities in Afghanistan. The Mine Action Coordination Center is also responsible for supporting the development of national capacity for mine action management to the government of Afghanistan. The Mine Action Coordination Center employs national personnel and international staff to coordinate and provide support to mine action operations through its headquarters in Kabul. Included under the Mine Action Coordination Center are the Area Mine Action Centres which are staffed entirely by Afghans and located in Kabul, Herat, Kandahar, Mazar-i-Sharif, Kunduz, Gardez, and Jalalabad. More information is available at <http://www.unmaca.org.af>.

*p. United Nations World Food Program.* The program was established in 1963 to assist people who are unable to produce or obtain enough food for themselves and their families. Its purpose is to provide food aid to save lives in refugee or other emergency situations; improve the nutrition and quality of life of the most vulnerable people at critical times in their lives; and help build assets and promote the self-reliance of poor people and communities, particularly through labor intensive works programs. World Food Program food aid is also directed to fight micronutrient deficiencies, reduce child mortality, improve maternal health, and combat disease, including HIV and AIDS. The World Food Program supports some 90 million hungry people in 80 countries every year. Much of the effort is focused on the world's refugees and displaced persons. Over the years, the World Food Program has developed the capacity to react quickly to crises and is able to move into unstable situations to provide relief. More information is available at <http://www.wfp.org/english/>.

*q. United Nations World Health Organization.* The organization was established in 1948 to serve as the lead agency for coordinating and managing health issues within the United Nations System. The World Health Organization's purpose is to provide leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries, and monitoring and assessing health trends. The World Health Organization priorities for working in countries around the world are promoting general social, economic and governmental development; fostering health security; strengthening health systems; harnessing research and information flow; enhancing partnerships with host nation authorities and other intergovernmental organizations and nongovernmental organizations; and improving the performance of international and national healthcare systems. More information is available at <http://www.who.int/en/>.

r. *World Bank*. Conceived during World War II, the World Bank initially helped rebuild Europe after the war. Reconstruction has remained an important focus of the Bank's work, given the natural disasters, humanitarian emergencies, and post-conflict rehabilitation needs that affect developing and transition economies. Today, the Bank has sharpened its focus on poverty reduction as the overarching goal of all its work. Not a bank in the common sense, the World Bank is made up of two unique development institutions owned by 187 member countries—the International Bank for Reconstruction and Development and the International Development Association. Working through its subordinate institutions, the World Bank provides low-interest loans, interest-free credits and grants to developing countries for a wide array of purposes that include investments in education, health, public administration, infrastructure, financial and private sector development, agriculture and environmental and natural resource management. More information is available at <http://www.worldbank.org/>.

s. *World Trade Organization*. The organization was established in 1995, to supervise and liberalize international trade. Its purpose is to assist trade to flow as freely as possible while mitigating any negative consequences of that trade. Special attention is paid to social and environmental concerns. To accomplish its goals, the World Trade Organization performs three basic roles—a forum for negotiations; the keeper of the sets of rules that emerge from negotiations; and a venue for the settlement of trade disputes. Though a relatively young organization, it traces its roots to the 1948 General Agreement on Tariffs and Trade and the 1986–1994 Uruguay international trade negotiations. More information is available at <http://www.wto.org/>.

#### D-4. Nongovernmental organizations

A nongovernmental organization is any nonprofit, voluntary citizens' group which is organized on a local, national or international level. Nongovernmental organizations perform a variety of service and humanitarian functions, bring citizen concerns to governments, advocate and monitor policies, and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. Others provide analysis and expertise, serve as early warning mechanisms, and help monitor and implement international agreements.

a. *Africare*. The organization was established in 1970 by former Peace Corps members to improve the quality of life in Africa. Its purpose is to address the areas of food security and agriculture, health and HIV/AIDS, water and sanitation, and emergency and humanitarian aid. This U.S.-based organization has three priority areas of concern—health (with particular focus on HIV/AIDS), food security and agriculture, and emergency response. Complementary activities include water resources development, environmental management, microenterprise development, and civil-society development and governance. More information is available at <http://www.africare.org/>.

b. *Catholic Relief Services*. The organization was founded in 1943 by the U.S. Catholic Bishops to “cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching.” Its purpose is to promote human development by responding to major emergencies; fighting disease and poverty; nurturing peaceful and just societies; and serving Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world. Catholic Relief Services' areas of emphasis are—disaster response, disease eradication, anti-poverty programs and society infrastructure building. Catholic Relief Services' efforts reach some 80 million people in more than 100 countries on five continents. Its operations and policies of inclusiveness are typical of religious-based nongovernmental organizations. More information is available at <http://www.crs.org/>.

c. *Cooperative for Assistance and Relief Everywhere*. The organization was founded in 1945 to provide relief to survivors of World War II. Its purpose is to serve individuals and families in the poorest communities in the world. Cooperative for Assistance and Relief Everywhere's primary focus is on developing self-help skills, particularly by working through poor women. It is concerned with improving educational opportunities, providing access to clean water and sanitation, encouraging economic development, and protecting natural resources. Its efforts have expanded over the years, and the organization now has international member organizations based in Australia, Canada, Denmark, France, Japan, Netherlands, Norway, Austria, Thailand, and the United Kingdom. Its worldwide reach enables it to respond quickly to the needs of the survivors of war and natural disaster on a sustained basis. More information is available at <http://www.care.org/>.

d. *Doctors Without Borders / Médecins Sans Frontières*. The organization was established in 1971 by French doctors and journalists in the aftermath of the Biafra secession, who believed that all people have the right to medical care regardless of race, religion, creed or political affiliation, and that the needs of these people outweigh respect for national borders. Its purpose is to assist people affected by armed conflict, epidemics, natural or man-made disasters, or exclusion from health care. Doctors Without Borders' decision to intervene in any country or crisis is based solely on an independent assessment of people's needs -- not on political, economic, or religious interests. Doctors Without Borders does not take sides or intervene according to the demands of governments or warring parties. Doctors Without Borders is vocal in its public statements and reports on situations it encounters, communicating through what it calls “bearing witness and speaking out.” Most of its funding comes from private sources (U.S. funding is 100 percent private). More information is available at <http://www.doctorswithoutborders.org/>.

e. *International Committee of the Red Cross*. The committee was established in 1863 in Geneva, Switzerland, as an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The



International Committee of the Red Cross also endeavors to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. In addition, it directs and coordinates international relief and works to promote and strengthen humanitarian law and universal humanitarian principles. The history of the International Committee of the Red Cross parallels the development of modern humanitarian law and the development of the rules of warfare. Today the International Committee of the Red Cross is a major presence in providing healthcare, economic security, and water and habitat assistance around the world. More information is available at <http://www.icrc.org/>.

*f. Oxford Committee for Famine Relief.* The Committee was established in Oxford, England in 1942 as the Oxford Committee for Famine Relief by a group of Quakers, social activists, and Oxford academics. The Oxford Committee for Famine Relief's purpose is to improve the human condition by alleviating poverty and providing relief to victims of war and natural disasters. The Oxford Committee for Famine Relief represents an alliance of 13 "like-minded organizations" operating in concert with some 3,000 local partners in more than 100 countries. Of particular note is the Oxford Committee for Famine Relief commitment to serve as a voice for the disadvantaged. It is very open about its goal to "raise public awareness" through international campaigns for fair trade, universal healthcare and education, agricultural reform, climate change, and arms control. It maintains offices in many of the world's major capitals and specifically lobbies world leaders and intergovernmental organizations. It is also involved with policy research and policy initiatives. More information is available at <http://www.oxfam.org/>.

*g. Refugees International.* Based in Washington, DC, RI was established in 1979. Refugees International's purpose is to provide humanitarian assistance and protection for displaced persons around the world. The organization estimates that there are more than 34 million refugees and internally displaced persons in the world who are fleeing from the conditions of war and internal oppression. Refugees International also reports the existence of some 11 million stateless persons. In addition to the human cost, those conditions also contribute to international instability. Working with local governments, intergovernmental organizations and other nongovernmental organizations, Refugees International conducts 20–25 field missions every year to provide solutions to the plight of those displaced. Refugees International's basic services include providing food, water, shelter and protection from harm. More information is available at <http://www.refugeesinternational.org/>.

*h. Save the Children.* The organization was established in the U.S. in 1919 to improve the lives of children through better education, health care, and economic opportunities, as well as providing emergency aid in natural disasters, war, and other conflicts. Its purpose is to respond to war and natural disasters and to address the consequences of political, economic, and social upheaval. SC/USA defines its area of influence as encompassing more than 50 countries with some 37 million children and 24 million local parents, community members, local organizations and government agencies. It divides its focus among Africa, Asia, Latin America-Caribbean, and the Middle East and Eurasia. More information is available at <http://www.savethechildren.org/about/>.

*i. World Vision U.S.* The organization was established in the U.S. in 1977 and is an evangelical relief and development umbrella organization whose stated purpose is "to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God." World Vision U.S. operates within nearly 100 countries. Its efforts focus on children and the development of strong families by addressing the broad conditions of poverty and providing assistance in response to disasters. In Afghanistan and elsewhere, World Vision U.S. works to provide clean water, irrigation, health clinics, and pre- and post-natal care. Its earliest involvement in Afghanistan came in 1956 as it worked through the Kabul Christian Church. After the fall of the Taliban government, World Vision U.S. established a comprehensive program that began operating in 2002. More information is available at <http://site.worldvision.org/>.

*j. World Association of Nongovernmental Organizations* The World Association of Nongovernmental Organizations was established in 2000 to by a "handful of international nongovernmental organizations and prominent visionaries." Its purpose is to provide the mechanism and support needed for nongovernmental organizations to connect, partner, share, inspire, and multiply their contributions to solve humanity's basic problems. By optimizing resources and sharing vital information, the World Association of Nongovernmental Organizations provides a means for nongovernmental organizations to become more effective in completing their vital tasks. Beginning with 16 international nongovernmental organizations in 2000, the World Association of Nongovernmental Organizations currently has members from more than 140 countries. The World Association of Nongovernmental Organizations supports its membership with nongovernmental organization listings for networking, training seminars and conferences, and various publications that address issues of interest to their nongovernmental organization membership. More information is available at <http://www.wango.org/>.

## **Appendix E**

### **Education and Training**

## E-1. Purpose

This appendix provides information on SC-related education and training.

## E-2. Army security cooperation training

### a. HQDA.

(1) Army Security Cooperation Planners Course is a 40 hour course conducted for SC planners to familiarize them with SC planning methodologies, resourcing processes, execution programs/authorities, assessment mechanisms, and reference information including best practices and lessons learned per AR 11-31. More information is available on the ATRRS website at <https://www.atrrs.army.mil/atrrscc/course.aspx> and at the Army Security Cooperation Planners Course website <https://www.us.army.mil/suite/page/661963>.

(2) Foreign area officers (FAOs), Functional Area 48, are the Army's regional experts and political-military advisors. They serve in a variety of positions, most of which oversee SC efforts. Initial training includes language, advanced civil schooling, Army intermediate leadership education, the FAO Orientation Course, and in-country training. SC-related training occurs throughout FAO training. More information is available on the web at <http://www.fao.army.mil>.

(3) Strategists, Functional Area 59, are the Army's strategic thinkers and practitioners. Strategists are educated and trained to lead multidisciplinary teams to think critically and then effectively articulate those thoughts in writing and presentation. Initial training includes intermediate leadership education, the Basic Strategic Arts Program, the Defense Strategy Course, and completion of a Masters Degree. Some FAOs will also attend the Advanced Operations Course, Advanced Military Studies Program or Red Team Leader Course. More information is available by email at [strategist@conus.army.mil](mailto:strategist@conus.army.mil).

### b. TRADOC.

(1) *Intermediate Leadership Education*. A one-hour SC overview core curriculum lesson and two elective SC courses are offered to students attending resident intermediate leadership education at the Command and General Staff College, Fort Leavenworth, Kansas. More information is available by phone at 913-684-3991 or DSN 552-3991.

(a) *A520 Security Cooperation (Classified)*. This course is an elective for U.S. students only attending resident intermediate leadership education at Fort Leavenworth. It introduces SC programs, key organizations and their responsibilities, legislation, regulations, planning and policy. Students are required to access classified material in order to present research regarding a SC topic of their choice.

(b) *A521 Security Cooperation (Unclassified)*. This is an elective course available to international and U.S. students attending resident intermediate leadership education at Fort Leavenworth. It covers the same topics as the classified course, but emphasizes SA. Students investigate SA programs and present unclassified research on SC efforts in a country or region.

(2) *U.S. Army Sergeants Major Academy*. The course includes a one-hour SC overview in the core curriculum lesson with some SC mention in four other lessons. No SC electives are offered.

(3) *U.S. Army War College*. The U.S. Army War College provides an appreciation and understanding of SC. Core courses, exercises, and select electives inform students about SC but do not train them to be SC professionals. More information is available by email at [carl\\_atwc-asp@us.conus.army.mil](mailto:carl_atwc-asp@us.conus.army.mil)

(4) *U.S. Army Peacekeeping and Stability Operations Institute*. The Peacekeeping and Stability Operations Institute provides SC-related instruction to civil affairs commands, National Guard units participating in SPP, brigade combat teams, units involved in economic development and counterinsurgency, and WHINSEC. More information is available on the web at <https://The.U.S.Army.Peacekeeping.and.Stability.Operations.Institute.army.mil/>.

c. *U.S. Army Forces Command*. FORSCOM employs the 162d Infantry Brigade at Fort Polk, LA. to develop and conduct training for joint, multi-functional, general purpose force Foreign Security Force Advisor Teams in order to achieve theater, service, and joint training requirements and standards in support of CCDRs' security force assistance activities. More information is available on the web at [www.forscom.army.mil](http://www.forscom.army.mil) or by phone at 910-570-6322.

d. *U.S. Army John F. Kennedy Special Warfare Center and School*. The John F. Kennedy Special Warfare Center and School offers a variety of courses with significant SC content. Some are available to conventional forces. More information is available on the web at <http://www.soc.mil/swcs/>.

(1) *Civil Affairs Soldiers*. Civil Affairs Soldiers form the nucleus of the Army's civil-military operations expertise for U.S. Army Special Operations Forces and conventional forces. Civil Affairs Soldiers and units focus on the civil component of the operational environment and interact closely with indigenous populations and institutions, inter-governmental organizations, nongovernmental organizations, or other governmental agencies. Civil Affairs core tasks include populace and resources control, foreign humanitarian assistance, civil information management, support to civil administration, and nation assistance.

(2) *Military Information Support Operations (formerly Psychological Operations)*. These Soldiers are the Army's experts in influence operations across the range of military operations for both SOF and conventional forces. They conduct peacetime operations and promote regional stability in areas where other U.S. military forces normally do not operate. Military Information Support Operations forces support SC by conveying selected information and indicators

and advising on actions that influence the emotions, motives, objective reasoning, and, ultimately, the behavior of foreign audiences. They also train foreign organizations in multiple areas.

(3) *Special Forces Soldiers*. Special Forces Soldiers train indigenous populations and security forces. As a lead element of Army Special Operations Forces, Special Forces teams execute special operations missions to accomplish United States Special Operations Command's core tasks. Special Forces Soldiers perform core tasks of unconventional warfare, foreign internal defense, direct action, special reconnaissance, counterterrorism, counterproliferation, and support to information operations, many of which apply directly to SC.

### **E-3. Navy security cooperation training**

a. The Maritime Civil Affairs and Security Training Command trains personnel for positions in security force assistance detachments and Maritime Civil Affairs units. More information is available on the web at <http://mcast.navy.mil>.

b. The Expeditionary Training Group trains and certifies deploying staffs. More information is available on the Web at <http://www.navy.mil/local/necc/>.

### **E-4. Marine Corps security cooperation training**

a. The Center for Advanced Operational Culture and Language offers regional and country specific operational culture courses. More information is available on the web at <http://www.tecom.usmc.mil/caocl/> or by phone at 703-432-1504.

b. The U.S. Marine Corps' Security Cooperation Education and Training Center offers a five-day SC planners course focused on component staff officers. The course's aim is to provide a functional working knowledge of SC guidance, policies, doctrine, planning, assessments, resources, tools, processes and procedures. More information is available on the web at <http://www.scetc.usmc.mil/>.

c. The U.S. Marine Corps Training and Advisory Group coordinates and synchronizes SC and security force assistance planning, prioritization, sourcing, and execution and provides training and advisor support to partner country security forces and conventional forces. Effective 1 October 2011, Marine Corps' Security Cooperation Education and Training Center and Training and Advisory Group combine to form the Marine Corps Security Cooperation Group. More information is available on the web at <http://www.marines.mil/unit/mctag/pages/welcome.aspx>.

d. The Marine Corps Command and Staff College offers a 20-hour SC elective based upon the course of instruction at the USMC SC Planners' Course. The elective is delivered through a combination of lecture and seminar. In lieu of the 20 hours of practical exercises conducted during the SC Planners' Course, students are required to develop one analytical paper on a SC topic of their own choosing and one group project (country-focused analysis briefing) assigned by the staff. More information is available on the web at <http://www.mcu.usmc.mil/Pages/CSC.aspx> or by phone at 888-279-1880.

### **E-5. Air Force security cooperation training**

a. *The Air Education Training Command Air Advisor Academy*. The Air Education Training Command's Air Advisor Academy plays a pivotal role in building global partnerships in support of CCDR campaign plans. The curriculum focuses on the dynamics of joint and combined operations as well as relationships involving domestic and international intergovernmental organizations and nongovernmental organizations. The courses provide the ability to assess, train, educate, advise, and assist partner countries in support of the national military strategy. This education and training enables Airmen to help partner countries develop/employ their aviation resources from strategic through tactical levels of operation. More information is available by phone at DSN 487-8065.

b. *Combat aviation advisors*. A combat aviation advisor is an Air Force member who is organized, trained, and equipped by Air Force Special Operations Command), and is initially trained through the Combat Aviation Advisor Mission Qualification Course. Combat aviation advisors can operate in permissive, uncertain, and hostile environments with minimal support, and a very small force footprint on politically sensitive taskings. More information is available by phone at DSN 579-2410.

c. *Building Partner Aviation Capacity Course*. The Building Partner Aviation Capacity Course is designed to expose partner country participants to the political, military, economic, social, information, and infrastructure benefits of aviation resources in the development and defense of the partner country. More information is available by email at [usafsos.bpacc@hurlburt.af.mil](mailto:usafsos.bpacc@hurlburt.af.mil), on the Web at [www.afsoc.af.mil/usafsos](http://www.afsoc.af.mil/usafsos), or by phone at 850-884-1881 or DSN 579-1881.

d. *U.S. Air Force Culture and Language Center*. The U.S. Air Force Culture and Language Center provides language, region, and culture expertise so that Airmen can communicate, build relations and negotiate in culturally complex environments. More information is available on the Web at [www.culture.af.mil](http://www.culture.af.mil).

e. *Air Force Component/Air Force Forces Command Staff Planners Course*. The three-day course provides training to support the development of theater campaign support plans that define requirements, objectives, MOP and MOE in support of national and GCC guidance and objectives. The curriculum includes information on SC funding, authorities,

interagency coordination, resources and force presentation mechanisms applicable to developing/threatened nations. More information is available by email at [saf/iags.workflow@pentagon.af.mil](mailto:saf/iags.workflow@pentagon.af.mil) or by phone at 571-256-7477.

## **E-6. Joint security cooperation training**

*a. Defense Security Cooperation Agency.* DSCA provides SC training through the Defense Institute of Security Assistance Management at Wright-Patterson Air Force Base, Ohio. The primary participants are DOD personnel assigned to security cooperation organizations (SCOs) overseas and to the relevant staff sections of the GCCs. For a current, detailed listing and explanation of all Defense Institute of Security Assistance Management courses, refer to the Defense Institute of Security Assistance Management Web site at [www.disam.dsca.mil/DISAM1/External%20Links/COURSES.asp](http://www.disam.dsca.mil/DISAM1/External%20Links/COURSES.asp).

(1) *Security Cooperation Familiarization Course.* This is a 90-minute online orientation on SC available to all personnel.

(2) *Security Cooperation Management Online Orientation Course (existing).* This is a 40-hour, online, entry-level course designed primarily for personnel who are new to the SC field or who perform SC duties on a part-time basis. It provides an overview of the full range of SA activities, to include legislation, policy, the foreign military sales process, logistics, finance, and training management and limited other SC programs.

(3) *Security Cooperation Management Overseas Course.* This is a three-week in-residence course conducted at Wright-Patterson Air Force Base nine times a year with no quotas. The course provides a functional knowledge of SC and SA policies and procedures for DOD personnel with assignments to overseas SCOs, Defense Attache Offices, GCC staffs, and their Service component commands.

(4) *Security Cooperation Management Overseas Local Hire Course (under development).* This two week, in-residence training will be conducted two times a year with no quotas beginning October 2011. The course will provide a functional knowledge of SC and SA policies and procedures for DOD locally engaged staff personnel with assignments to overseas SCOs.

(5) *Security Cooperation Management Overseas Desk Officer Course (under development).* This one-week course will be conducted at each GCC to provide tailored Security Cooperation Management Overseas course instruction for the desk officers at the GCC and Service component commands beginning in 2012.

(6) *Security Cooperation Management Advanced Overseas Course (under development).* This one-week course will be conducted at selected locations to support each GCC to provide advanced follow-on training to SCO personnel within first year of assignment after completing Security Cooperation Management Overseas In Residence Course. Course length will be one week. Plan for implementation after Security Cooperation Management Overseas is complete, Spring or Summer 2012 at the earliest.

*b. Defense Acquisition University.* The Defense Acquisition University offers the following courses for those engaged with international partners:

(1) PMT 202, Multinational Program Management.

(2) PMT 203, International Security and Technology Transfer/Control.

(3) PMT 304, Advanced International Management Workshop.

(4) CLI 001, CLI 002, CLI 003, International Armaments Cooperation.

(5) CLI 004, CLI 005, CLI 006, Information Exchange Program.

(6) DAU also offers an international certification as a specialized portion of Level III Acquisition Certification. More information is available on the Web at <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=3andcflid=9>.

*c. The Center for Civil-Military Relations.* The Center for Civil-Military Relations, located at the Naval Postgraduate School, Monterey, CA, provides graduate level education, both in-residence and in mobile team formats. Programs focus on six core competencies—defense and security decision making; defense institution building; civil-military response to terrorism; stability, security, transition and reconstruction; educational support to operational commanders and publications and research. The Center for Civil-Military Relations has extensive experience designing tailorable programs that are responsive and cost effective. More information is available on the Web at <http://www.ccmr.org/public/home.cfm> or by phone at 831-656-3171.

*d. Defense Language Institute, Foreign Language Center.* The Defense Language Institute, Foreign Language Center provides resident instruction at the Presidio of Monterey in 23 languages and two dialects, five days a week, seven hours per day, with two to three hours of homework each night. Courses last between 26 and 64 weeks, depending on the difficulty of the language. More information is available on the Web at <https://lmds.monterey.army.mil> or <https://lmds.dliflc.edu>.

*e. Defense Language Institute, Field Support Modules.* Field Support Modules are a series developed by the Defense Language Institute Foreign Language Center that aims to promote cultural awareness and raising understanding of the people and social customs inherent to various nations and providing language support for personnel entering a new theater of operation. More information is available on the Web at <http://fieldsupport.lingnet.org/>.

*f. Joint Special Operations University.* The Joint Special Operations University offers a variety of courses with

significant SC content and most are available to conventional forces. More information is available on the Web at <https://jsou.socom.mil/Pages/Courses.aspx>.

## **Appendix F**

### **Security Assistance Equipment List and Foreign Disclosure**

#### **F-1. Equipment list**

The DASA (DE&C), in conjunction with USASAC, is developing a database of equipment (characteristics, cost, components) available for sale to other countries. This database which will be hosted on the USASAC Web site is expected to be available in FY2012. Draft link is at <https://fms.usasac.army.mil/Catalogue/default.aspx>, and you must have a common access card to access. The Security Cooperation Information Portal provides access to a wide range of information on the management of FMS cases. Registration and access to the Security Cooperation Information Portal is at <https://www.scportal.us/portal>.

#### **F-2. Disclosure information**

*a.* Foreign disclosure is conveying classified military information and/or controlled unclassified information, in any form or manner, to an authorized representative of a foreign government or international organization. Disclosures may be accomplished through oral, visual, or documentary modes. This sensitive and complicated field warrants expert oversight. Security cooperation personnel must strictly comply with the provisions outlined in AR 380-10. Consult your G-2 and/or security office for more details.

*b.* The HQDA Army Foreign Disclosure Branch maintains two Web sites that provide invaluable foreign disclosure related information to the Army security cooperation community. They are as follows:

(1) Army Foreign Disclosure Branch Web page <http://www.dami.army.pentagon.mil/site/fd/>. This site provides updates to policy, points of contact, and foreign disclosure training and educational products. Access to certain products or information requires common access card login through AKO.

(2) SENTRY Web Site <http://acic.north-inscom.army.smil.mil/SENTRY>. This site, residing on the SIPR network, requires that users register and establish an account. SENTRY serves as the primary repository for foreign disclosure information that includes the following:

*(a)* Information on extended visitors (foreign liaison officers and MPEPs).

*(b)* Organizational, program, or system disclosure policy/authority.

*(c)* DOD and Army Disclosure Policy and updates relating to operational developments and requirements.

(3) Army Foreign Disclosure Decision Support Guidance provides highlights from the Army Security Cooperation Strategy and Campaign Support Plan as well as specific foreign disclosure focus areas relating to stated country goals and objectives. These documents are posted at the Army Security Cooperation Web site (ARGOS) at <http://www.hqda-g3.army.smil/ARGOS2/App/Portals/Default.aspx?siteID=194=4>.

## **Glossary**

### **Section I Abbreviations**

#### **ABCA**

American, British, Canadian, Australian, and New Zealand Armies Program

#### **ACOM**

Army command

#### **ACSP**

Army campaign support plan

#### **AIDS**

Acquired Immune Deficiency Syndrome

#### **ARFORGEN**

Army Force Generation

#### **ARNG**

Army National Guard

#### **ARGOS**

Army Global Outlook System

#### **ARTIMS**

Army Training Information Management System

#### **ASCC**

Army service component command

#### **CCDR**

combatant commander

#### **CJCSI**

Chairman of the Joint Chiefs of Staff Instruction

#### **COCOM**

combatant command

#### **CSA**

Chief of Staff, Army

#### **DASA (DE&C)**

Deputy Secretary of the Army for Defense Exports & Cooperation

#### **DASA (R&T)**

Deputy Secretary of the Army (Research & Technology)

#### **DCS**

Deputy Chief of Staff

#### **DOS**

Department of State

#### **DOD**

Department of Defense

#### **DRU**

direct reporting unit

**DSCA**

Defense Security Cooperation Agency

**FAO**

foreign area officer

**FMS**

foreign military sales

**FORSCOM**

U.S. Army Forces Command

**FY**

Fiscal Year

**GCC**

geographic combatant command

**GEF**

guidance for employment of the force

**GFM**

Global Force Management

**GFMAP**

Global Force Management Allocation Plan

**HIV**

human immunodeficiency virus

**HQDA**

Headquarters, Department of the Army

**JFP**

Joint force provider

**LOE**

lines of effort

**MEDCOM**

U.S. Army Medical Command

**MILDEP**

military department

**MOE**

measures of effectiveness

**MOP**

measure of performance

**MOU**

memorandum of understanding

**MPEP**

Military Personnel Exchange Program

**NATO**

North Atlantic Treaty Organization

**NDAA**

National Defense Authorization Act

**OMA**

Operation & Maintenance, Army

**OSD**

Office of the Secretary of Defense

**RC**

Reserve Component

**RDECOM**

Research, Development, and Engineering Command

**RFF**

request for forces

**RFR**

rotational force requirements

**SA**

security assistance

**SC**

security cooperation

**SCFA**

security cooperation focus area

**SCO**

Security Cooperation Organization

**SECDEF**

Secretary of Defense

**SIPR**

secure internet protocol router

**SOF**

Special Operations Forces

**SON**

schools of other nations

**SPP**

State Partnership Program

**TA**

theater Army

**TRADOC**

U.S. Army Training and Doctrine Command

**TSCMIS**

Theater Security Cooperation Management Information System

**USASAC**

U.S. Army Security Assistance Command



**USC**  
United States Code

**USG**  
U.S. Government

**USMA**  
U.S. Military Academy

**WHINSEC**  
Western Hemisphere Institute for Security Cooperation

**WMD**  
weapons of mass destruction

## **Section II**

### **Terms**

#### **Acquisition and cross-servicing agreements**

These agreements negotiated on a bilateral basis with U.S. allies or multinational organizations that allow U.S. forces to exchange most common types of support, including food, fuel, transportation, ammunition, and equipment. Authority to negotiate these agreements is usually delegated to the CCDR by the SECDEF. Authority to execute these agreements lies with the SECDEF, and may or may not be delegated. Governed by legal unforeseen emergencies, or exercises to correct logistic deficiencies that cannot be adequately corrected by national means. The support received or given is reimbursed under the conditions of the acquisition and cross-servicing agreement.

#### **Alliance**

The relationship that results from a formal agreement (for example, treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. See also coalition; multinational.

#### **Ambassador**

A diplomatic agent of the highest rank accredited to a foreign government or sovereign as the resident representative of his own government; also called the Chief of Mission. In the U.S. system, the Ambassador is the personal representative of the President and reports to him through the Secretary of State.

#### **Arms Export Control Act**

The basic U.S. law providing the authority and general rules for the conduct of FMS and commercial sales of defense articles, defense services, and training. The Arms Export Control Act came into existence with the passage of the Foreign Military Sales Act of 1968. An amendment in the International Security Assistance and Arms Export Control Act of 1976 changed the name of the Foreign Military Sales Act to the Arms Export Control Act. Published as 22 USC 2751.

#### **Army Global Outlook System**

A management information system that provides a common operating picture of proposed, planned, ongoing and completed SC activities. ARGOS resides on DOD's SIPR network.

#### **Attaché**

A person attached to the embassy in a diplomatic status who is not normally a career member of the diplomatic service. In the U.S. system, attachés generally represent agencies other than the DOS such as the DOD, and others.

#### **Building partnerships**

The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities.

#### **Building partner capacity**

The outcome of comprehensive interorganizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and critical government functions.

**Campaign plan**

A Joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. See also campaign; campaign planning.

**Campaign planning**

The process whereby CCDRs and subordinate joint force commanders translate national or theater strategy into operational concepts through the development of an operation plan for a campaign. Campaign planning may begin during contingency planning when the actual threat, national guidance, and available resources become evident, but is normally not completed until after the President or SECDEF selects the course of action during crisis action planning. Campaign planning is conducted when contemplated military operations exceed the scope of a single major Joint operation. See also campaign; campaign plan.

**Capability**

The ability to execute a specified course of action. A capability may or may not be accompanied by an intention.

**Chief of Mission**

The principal officer (the ambassador) in charge of a diplomatic facility of the U.S., including any individual assigned to be temporarily in charge of such a facility. The chief of mission is the personal representative of the President to the country of accreditation. The chief of mission is responsible for the direction, coordination, and supervision of all USG executive branch employees in that country (except those under the command of a U.S. area military commander). The security of the diplomatic post is the chief of mission's direct responsibility.

**Civil support**

DOD support to U.S. or foreign civil authorities for domestic emergencies, and for designated law enforcement and other activities. See also military assistance to civil authorities.

**Civil-military operations**

The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational U.S. objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces.

**Civil-Military Operations Center**

An organization, normally comprised of civil affairs, established to plan and facilitate coordination of activities of the Armed Forces of the United States with indigenous populations and institutions, the private sector, intergovernmental organizations, nongovernmental organizations, multinational forces, and other governmental agencies in support of the Joint force commander.

**Coalition**

An ad hoc arrangement between two or more nations for common action. See also alliance; multinational.

**Combat aviation advisors**

A Combat Aviation Advisor is an Air Force member who is trained by the Air Force Special Operations Command Combat Aviation Advisor Mission Qualification Course (MQC) and operates in permissive (noncombat) and nonpermissive (combat) environments with a self-sustaining logistics trail.

**Combat aviation advisory team**

A special operations team specifically tailored to assess, advise, and train foreign aviation forces in air operations employment and sustainability. Teams support geographic combatant commanders throughout the operational continuum, primarily by facilitating the integration and interoperability of friendly and allied aviation forces supporting joint and multinational operations. Teams are specially trained and equipped to provide advisory assistance in the three interrelated areas of foreign internal defense, coalition support (CS), and unconventional warfare (UW).

**Combatant command**

A unified or specified command with a broad continuing mission under a single commander established and so

designated by the President, through the SECDEF and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.

#### **Combatant commander initiative fund**

DOD funds made available in any FY to the commander of a combatant command for the Chairman of the Joint Chiefs of Staff to support force training, contingencies, selected operations, command and control, joint exercises (including activities of participating foreign countries), humanitarian and civil assistance, military education and training to military and related civilian personnel of foreign countries, personnel expenses of defense personnel for bilateral or regional cooperation programs, force protection and Joint warfighting capabilities. The law prescribes priority considerations and limitations.

#### **Cooperative security location**

A facility located outside the U.S. and U.S. territories with little or no permanent U.S. presence, maintained with periodic Service, contractor, or host-nation support. Cooperative security locations provide contingency access, logistic support, and rotational use by operating forces and are a focal point for SC activities.

#### **Country cooperation plan**

The combatant command's document for providing guidance for a cooperative approach to steady-state activities within the host country. It considers other USG departments and agencies as well as nongovernmental organizations with programs, projects, and activities in the host country. It informs and is informed by the U.S. Embassy's Mission Strategic and Resource Plan, and U.S. Agency for International Development Country Development Cooperation Strategy (CDCS).

#### **Country liaison officer**

An officer or noncommissioned officer (NCO) of a foreign military establishment selected by his or her government and attached to a MILDEP or DOD agency for the primary purpose of helping administer international military student from his or her home country. For administrative purposes, the Country Liaison Officer is considered in a student status. In State Department terms, the Country Liaison Officer is the Country Liaison Officer, similar to an MWR officer in the military.

#### **Country team**

The senior, in-country, U.S. coordinating and supervising body, headed by the chief of the U.S. diplomatic mission, and composed of the senior member of each represented U.S. department or agency, as desired by the chief of the U.S. diplomatic mission.

#### **Defense Attaché Office**

A DOD organization assigned to a U.S. diplomatic mission overseas for the purposes of overt gathering of military information, representing the DOD in the conduct of military liaison activities, and performing as a component of the U.S. country team. Several Defense Attache Offices have been designated by the president as being responsible for SA functions in a host country.

#### **Defense planning guidance**

The DOD document that provides guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the program objective memorandums by the MILDEPs and defense agencies.

#### **Defense Security Cooperation Agency**

The agency that performs administrative management, program planning, and operations functions for U.S. military assistance programs at the DOD level under the policy direction of the Assistant Secretary of Defense (International Security Affairs).

#### **Defense support of civil authorities**

Civil support provided under the auspices of the National Response Plan.

#### **Defense support to public diplomacy**

Those activities and measures taken by the DOD components to support and facilitate public diplomacy efforts of the USG.

#### **Defense Threat Reduction Agency**

The DOD Combat Support Agency for countering WMD. DTRA programs address the entire spectrum of chemical,

biological, radiological, nuclear and high yield explosive threats, and include basic science research and development, operational support to U.S. Warfighters, and an in-house WMD think tank.

### **Department of State and U.S. Agency for International Development Strategic Plan**

The plan by which the DOS and U.S. Agency for International Development Strategic Plan set forth the direction and priorities for both organizations, and presents how they will implement U.S. foreign policy and development assistance in the coming years.

### **Direct liaison authorized**

That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised.

### **Disaster assistance response team**

A rapidly deployable team provided by the U.S. Agency for International Development Office of U.S. Foreign Disaster Assistance in response to international disasters. A disaster assistance response team provides specialists, trained in a variety of disaster relief skills, to assist U.S. embassies and U.S. Agency for International Development missions with the management of USG response to disasters.

### **Doctrine**

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. See also multinational doctrine; Joint doctrine; multi-Service doctrine.

### **End state**

The set of required conditions that defines achievement of the commander's objectives.

### **Excess defense articles**

Defense articles owned by the U.S. government which are neither procured in anticipation of military assistance or sales requirements, nor procured pursuant to a military assistance or sales order. Excess defense articles are items (except construction equipment) which are in excess of the Approved Force Acquisition Objective and Approved Force Retention Stock of all DOD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations.

### **Exchange programs**

Exchanges between U.S. military forces and those of other countries that promote mutual understanding and trust, enhance interoperability, and strengthen long-term relationships.

### **Expanded international military education and training**

Training funded under the International Military Education and Training program for the following objectives: proper management of defense resources, improving military justice systems AR internationally recognized human rights, understanding the principle of civilian control of the military, and contributing to the cooperation between police and military forces for counternarcotics law enforcement (Foreign Assistance Act of 1961, Sec.541). Only courses found in the Expanded International Military Education and Training Handbook qualify for consideration in the Expanded International Military Education and Training portion of a country's training program.

### **Facility**

A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

### **Federal Acquisition Regulation**

The primary regulation for use by federal executive agencies for the acquisition of supplies and services with appropriated funds. The document, published in 1984, consolidated the major procurement regulations of various departments and agencies. The intent of the Federal Acquisition Regulation is to standardize the content, decrease the volume of documents, and to achieve consistency throughout government. The principal agencies involved in putting together the Federal Acquisition Regulation were DOD, the General Services Administration, and the National Aeronautics and Space Administration, the three largest buyers. The Federal Acquisition Regulation is broader than just contracting and applies to all goods and services. It directs the defense program manager in many ways, including contract award procedures, acquisition planning, warranties, and establishing guidelines for competition. Besides the

Federal Acquisition Regulation, each agency has its supplement to describe its own particular way of doing business. The DOD supplement is called DFARS.

### **Foreign Assistance Act of 1961**

The basic law providing the authority and the general rules for the conduct of foreign assistance grant activities/ programs by the USG.

### **Foreign internal defense**

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

### **Foreign assistance**

Assistance to foreign nations ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and manmade disasters. U.S. foreign assistance takes three forms: development assistance, humanitarian assistance, and SA. See also domestic emergencies; foreign disaster; foreign humanitarian assistance; SA.

### **Foreign disaster relief**

Prompt aid that can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds, and bedding; temporary shelter and housing; the furnishing of medical materiel and medical and technical personnel; and making repairs to essential services. See also foreign disaster.

### **Foreign humanitarian assistance**

DOD activities, normally in support of the U.S. Agency for International Development or DOS, conducted outside the U.S., its territories, and possessions to relieve or reduce human suffering, disease, hunger, or privation.

### **Foreign internal defense**

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

### **Foreign liaison officer**

An official representative, either military or civilian, of a foreign government or international organization stationed in the U.S. normally for the purpose of managing or monitoring SA programs.

### **Foreign military sales**

FMS is authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended. This assistance differs from the Military Assistance Program and the International Military Education and Training Program in that the recipient provides reimbursement for defense articles and services transferred.

### **Foreign nation support**

Civil and/or military assistance rendered to a nation when operating outside its national boundaries during military operations based on agreements mutually concluded between nations or on behalf of intergovernmental organizations. Support may come from the nation in which forces are operating. Foreign nation support also may be from third party nations and include support or assistance, such as logistics, rendered outside the operational area.

### **Formal training (military)**

Training (including special training) in an officially designated course. It is conducted or administered according to an approved program of instruction. This training generally leads to a specific skill in a certain military occupational specialty.

### **Global Peace Operations Initiative**

A SC program established to help address major gaps in international peace operations support, including: (1) a shortage of capable peacekeepers; (2) limited national capabilities to train and sustain peacekeeping proficiencies; (3) a lack of mechanisms to help countries deploy to peace operations and provide logistics support for their troops in the field; and (4) a shortage of stability police units. The Global Peace Operations Initiative goals were presented at the 2004 G8 Sea Island Summit, where G8 Leaders committed to an Action Plan for "Expanding Global Capability for Peace Support Operations." This plan includes commitments to: (1) train and, where appropriate, equip 75,000 military peace operations troops worldwide by 2010 (with an emphasis on Africa); (2) develop a transportation and logistics support arrangement to help deploy and sustain troops during peace operations; and (3) support an Italian initiative to

establish an international training center to train stability police units to participate in peace operations. Other Global Peace Operations Initiative objectives include: coordinating capacity building efforts through G8 Africa and G8 Global clearinghouses, developing a deployment equipment program, and conducting sustainment/self-sufficiency activities.

### **Guidance for Employment of the Force**

A DOD document that translates U.S. national, defense, and military strategy into DOD end states and priorities to guide the employment of DOD forces. The GEF incorporates guidance for SC, contingency planning, global posture, GFM, and nuclear weapons planning. To assist combatant commands with theater and functional planning, the GEF specifies planning requirements, the strategic context, prioritized end states, theater strategic assumptions, campaign planning priorities, additional planning requirements, and contingency planning requirements. The GEF also aims at improving interagency input into DOD planning, and where appropriate, the integration of DOD planning with that of other USG organizations.

### **Host country**

A nation which permits, either by written agreement or official invitation, government representatives and/or agencies of another nation to operate, under specified conditions, within its borders.

### **Host nation**

A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN.

### **Host-nation support**

Civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called HNS. See also host nation.

### **Host-nation support agreement**

Basic agreement normally concluded at government-to-government or government-to-CCDR level. These agreements may include general agreements, umbrella agreements, and memoranda of understanding.

### **Human rights**

As defined in Section 116(a), Foreign Assistance Act of 1961 (22 USC 2151 et seq.), the term “internationally recognized human rights” includes: freedom from torture or other cruel, inhuman, or degrading treatment or punishment; prolonged detention without charges; disappearances due to abduction or clandestine detention and other flagrant denial of the rights to life, liberty, and the security of the person. Other internationally recognized human rights, as examined by the DOS in the annual Country Reports on Human Rights Practices for 199X, include: the right of self government; the right to be free of governmental violations of the integrity of the person; the right to enjoy civil liberties, such as freedom of expression, assembly, religion, and movement, without discrimination based on race, ancestry, or sex; and the right to change one’s government by peaceful means. Sec. 502B(2), Foreign Assistance Act of 1961 (22 USC 2151 et seq.), prohibits the provision of SA to “any country the government of which engages in a consistent pattern of gross violations of internationally recognized human rights.”

### **Humanitarian and civic assistance**

Assistance to the local populace provided by predominantly U.S. forces in conjunction with military operations and exercises. This assistance is specifically authorized by 10 USC 401, and funded under separate authorities.

### **Humanitarian assistance**

Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by U.S. forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance.

### **Humanitarian demining assistance**

Activities related to the furnishing of education, training, and technical assistance with respect to the detection and clearance of land mines and other explosive remnants of war.

### **Humanitarian mine action**

Activities that strive to reduce the social, economic, and environmental impact of land mines, unexploded ordnance and small arms ammunition - also characterized as explosive remnants of war.

**Indigenous populations and institutions**

A generic term used to describe the civilian construct of an operational area to include its populations (legal citizens, legal and illegal immigrants, and all categories of dislocated civilians), governmental, tribal, commercial, and private organizations and entities.

**Instruments of national power**

All of the means available to the government in its pursuit of national objectives. They are expressed as diplomatic, economic, informational and military.

**Interagency**

USG agencies and departments, including the DOD. See also interagency coordination.

**Interagency coordination**

Within the context of DOD involvement, the coordination that occurs between elements of DOD, and engaged USG agencies for the purpose of achieving an objective.

**Intergovernmental organization**

An organization created by a formal agreement (for example, a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, the NATO, and the African Union.

**Internal defense and development**

The full range of measures taken by a nation to promote its growth and to protect itself from subversion, lawlessness, insurgency, terrorism, and other threats to its security. It focuses on building viable institutions (political, economic, social, and military) that respond to the needs of society.

**International military education and training**

Formal or informal instruction provided to foreign military students, units, and forces on a non-reimbursable (grant) basis by offices or employees of the U.S., contract technicians, and contractors. Instruction may include correspondence courses; technical, educational, or informational publications; and media of all kinds.

**International narcotics activities**

Those activities outside the U.S. which produce, transfer, or sell narcotics or other substances controlled 21 USC and sections 811 and 812.

**Interoperability**

The ability to operate in synergy in the execution of assigned tasks or the condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. The degree of interoperability should be defined when referring to specific cases.

**Irregular warfare**

A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will.

**Joint combined exchange training**

A program conducted overseas to fulfill U.S. forces training requirements and at the same time exchange the sharing of skills between U.S. forces and host nation counterparts. Training activities are designed to improve U.S. and host nation capabilities.

**Joint doctrine**

Fundamental principles that guide the employment of U.S. military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures. It is authoritative but requires judgment in application.

**Joint force**

A general term applied to a force composed of significant elements, assigned, or attached, of two or more MILDEPs operating under a single joint force commander.

**Joint Security Assistance Training Regulation**

The Joint military service regulation that prescribes policies, responsibilities, procedures, and administration for the education and training of international military students as authorized by SA legislation. It deals specifically with training under the International Military Education and Training and FMS programs and contains instructions on the DOD Informational Program.

**Letter of offer and acceptance**

U.S. DOD letter by which the U.S. government offers to sell to a foreign government or international organization U.S. defense articles and defense services pursuant to the Arms Export Control Act, as amended. The letter of acceptance lists the items and/or services, estimated costs, and the terms and conditions of sale; it also provides for the signature of an appropriate foreign government official to indicate acceptance.

**Letter of request**

The term used to identify a request from an eligible FMS participant country for the purchase of U.S. defense articles and services. The request may be in message or letter format.

**Major defense equipment**

Any item of significant military equipment on the U.S. Munitions List having a nonrecurring research and development cost of more than \$50 million or a total production cost of more than \$200 million. Also defined in Section 47 (6), Arms Export Control Act.

**Military assistance advisory group**

A Joint service group based overseas which primarily administers U.S. military assistance planning and programming in a host country. The term MAAG encompasses Joint U.S. Military Advisory Groups, Military Missions, Military Assistance Groups, U.S. Military Groups, and U.S. Military Representatives exercising responsibility within a U.S. Diplomatic Mission for SA and other related DOD matters. Defense Attachés are included only when specifically designated as having SA functions.

**Military engagement**

The routine contact and interaction between individuals or elements of the Armed Forces of the U.S. and those of another nation's armed forces, or foreign and domestic civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence.

**Mission strategic resource plan**

The annual submission by a U.S. mission abroad to the DOS which summarizes mission foreign policy priorities, provides measures of progress towards select goals, establishes forward planning performance targets, reports on results achieved, and identifies DOS Operations and Foreign Assistance budget requests and U.S. Direct Hire position requirements related to the budget cycle. It is prepared utilizing a web-based software application by the interagency country team, and is the initial step in establishing an annual planning and budget formulation process and multiyear forecast for both State Operations and Foreign Assistance.

**Mobile education team**

A team of U.S. DOD personnel on temporary duty in a foreign country for the purpose of educating foreign personnel in resource management. Such teams are normally funded from Expanded International Military Education and Training program funds.

**Mobile training team**

A team consisting of one or more U.S. military or civilian personnel sent on temporary duty, often to a foreign nation, to give instruction. The mission of the team is to train indigenous personnel to operate, maintain, and employ weapons and support systems, or to develop a self-training capability in a particular skill. The SECDEF may direct a team to train either military or civilian indigenous personnel, depending upon host-nation requests.

**Nation assistance**

Civil or military assistance (other than Foreign Humanitarian Assistance) rendered to a nation by U.S. forces within that nation's territory during peacetime, crises or emergencies, or war, based on agreements mutually concluded between the U.S. and that nation.

**National security strategy**

A document approved by the President for developing, applying, and coordinating the instruments of national power to achieve objectives that contribute to national security.



**National defense strategy**

A document approved by the SECDEF for applying the Armed Forces of the U.S. in coordination with DOD agencies and other instruments of national power to achieve national security strategy objectives.

**National military strategy**

A document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and national defense strategy objectives.

**Nongovernmental organization**

A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society.

**North Atlantic Treaty Organization**

A collective security group that was established by the North Atlantic Treaty in 1949 to block the threat of military aggression in Europe by the Soviet Union. NATO united Western Europe and North America in a commitment of mutual security and collective Self-Defense. NATO members have used the organization as a framework for cooperation in military, political, economic, and social matters.

**Peace building**

Stability actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict.

**Peace enforcement**

Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order.

**Peace operations**

A broad term that encompasses multi-agency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peacebuilding, and conflict prevention efforts.

**Peacekeeping**

Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. See also peace building; peace enforcement; peacemaking; peace operations.

**Peacemaking**

The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. See also peace building; peace enforcement; peacekeeping; peace operations.

**Preventive diplomacy**

Diplomatic actions taken in advance of a predictable crisis to prevent or limit violence.

**Regional Centers for Security Studies**

DOD regional institution that are operated, and designated for the study of security issues relating to a specified geographic region of the world and serve as forums for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants. The DOD RCSSs are The George C. Marshall European Center for Security Studies, established in 1993 and located in Garmisch-Partenkirchen, Germany; The Asia-Pacific Center for Security Studies, established in 1995 and located in Honolulu, Hawaii; The Center for Hemispheric Defense Studies, established in 1997 and located in Washington, D.C; The Africa Center for Strategic Studies, established in 1999 and located in Washington, DC; and The Near East South Asia Center for Strategic Studies, established in 2000 and located in Washington, DC.

**Security assistance**

A group of programs authorized by the Foreign Assistance Act of 1961 of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the U.S. provides defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. SA is an element of SC funded and authorized by DOS to be administered in DOD by DSCA.

## **Security Assistance Management Manual**

A manual published by the DSCA under authority of DOD Directive 5105.38. It sets forth the responsibilities, policies, and procedures governing the administration of SA within the DOD.

### **Security assistance network**

The SAN is a database warehouse that contains international military student data from all the services. Other information stored on the SAN includes the material articles of services listing (MASL), student statuses from the international military student office at the training activity, and activity information. Information stored on the SAN is shared with the desktop application known as the Training Management System (TMS), the application that SAOs use to manage their caseload. A user identification (U.S.ERID) and password are required for initial access to all systems and can be obtained by request to DASA (DE&C).

### **Security cooperation**

All DOD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. Also called SC. See also SA.

### **Security cooperation activity**

Military activity that involves other nations and is intended to shape the operational environment in peacetime. Activities include programs and exercises that the U.S. military conducts with other nations to improve mutual understanding and improve interoperability with treaty partners or potential multinational partners. They are designed to support a CCDR's theater strategy as articulated in the theater SC plan.

### **Security cooperation organization**

All DOD elements located in a foreign country with assigned responsibilities for carrying out SA and/or cooperation management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attach personnel designated to perform SA and/or cooperation functions. Also see SCO.

### **Security cooperation planning**

The subset of joint strategic planning conducted to support the DOD's SC program. This planning supports a CCDR's theater strategy. See also SC.

### **Security force assistance**

The DOD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions.

### **Security sector assistance**

The set of policies, programs and activities the U.S. uses to engage with partners and help shape their policies and actions; help partners build and sustain capacity for security, safety and justice; and enable partners to help address common security challenges.

### **Security sector reform**

The set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice. Also called Security Sector Reform.

### **Shape**

Shape phase missions, task, and actions are those that are designed to dissuade or deter adversaries and assure friends, as well as set conditions for the contingency plan and are generally conducted through SC activities. Joint and multinational operations and various interagency activities occur routinely during the shape phase. Shape activities are executed continuously with the intent to enhance international legitimacy and gain multinational cooperation by shaping perceptions and influencing adversaries' and allies' behavior; developing allied and friendly military capabilities for self-defense and multinational operations; improving information exchange and intelligence sharing; providing US forces with peacetime and contingency access; and mitigating conditions that could lead to a crisis.

### **Stability operations**

An overarching term encompassing various military missions, tasks, and activities conducted outside the U.S. in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

**State Partnership Program**

A SC program executed through the National Guard Bureau which strives to improve military interoperability between the U.S. and partner country forces, demonstrate military subordination to civil authorities, demonstrate military support to civil authorities, assist with the development of democratic institutions, foster open market economies to help develop stability, and project and represent U.S. humanitarian values.

**Status of forces agreement**

An agreement that defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to the local law or to the authority of local officials.

**Strategic communication**

Focused USG efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.

**Strategic end states**

Broadly expressed conditions designed to guide DOD's employment of the force in pursuit of NSS and NDS aims. Strategic end states assist planners in determining how to apply resources (forces, time, funding and level of effort). In most cases, strategic end states reflect long term goals that cannot be achieved during the life of the 2010 GEF or a single campaign plan. Additionally, most end states exceed a command's capability to achieve alone and can only be achieved through integrated USG effort.

**Strategy**

A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives.

**Theater campaign plan**

A plan developed by GCCs that focuses on the command's steady-state activities, which include operations, SC, and other activities designed to achieve theater strategic end-states.

**Threat reduction cooperation**

Activities undertaken with the consent and cooperation of host nation authorities in a permissive environment to enhance physical security, and to reduce, dismantle, redirect, and/or improve protection of a state's existing weapons of mass destruction program, stockpiles, and capabilities.

**Unified action**

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

**Weapons of mass destruction**

Weapons capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people. WMD can be high explosives or nuclear, chemical, biological, and radiological weapons, but exclude the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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